

Palatine, Illinois

Decennial Report

June 2024

MISSION

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.

CORE VALUES

*We value **Respect, Integrity, Collaboration and Excellence.***

We guide our work and support our philosophy, mission and vision by these core values.

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.

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.

Table of Contents

Section 1: Introduction	1
Section 2: Decennial Committee Membership.....	1
Section 3: Meeting Dates and Topics.....	2
Section 4: Findings	2
Section 5: Appendix of Materials Reviewed	7

Section 1: Introduction

In compliance with the Decennial Committees on Local Government Efficiency Act (P.A. 102-1088) Harper College formed a committee known as the Decennial Committee to study local efficiencies, and report proceedings and recommendations regarding efficiencies and increased accountability. The Decennial Committee is summarizing its proceedings and findings in this written report that is being provided to Cook, Kane, Lake and McHenry Counties, as required. Once the report has been submitted, the Decennial Committee is dissolved. However, the Act requires Harper College to appoint a new committee and repeat the process every ten years.

Section 2: Decennial Committee Membership

As required and listed below, the committee was comprised of (1) the elected/appointed members of the unit of local government's governing board; (2) at least two individuals who reside in the unit of local government's district; and (3) the unit of local government's chief executive officer (or another officer), as required.

The committee includes:

Martha Bell – Community Member
Gregory Dowell – Member of the Board of Trustees
Diane Hill – Member of the Board of Trustees
Herb Johnson – Member of the Board of Trustees
William Kelley – Member of the Board of Trustees
Lane Moyer – Community Member
Walt Mundt – Member of the Board of Trustees
Avis Proctor – College President (Chief Executive Officer)
Nancy Robb – Member of the Board of Trustees
Kei Smith – Student Member of the Board of Trustees
Pat Stack – Member of the Board of Trustees

The Decennial Committee met three times and during those meetings allowed public comment and surveyed attendees.

Section 3: Meeting Dates and Topics

October 18, 2023

Leveraging Resources: Discussion of Partnerships

- Northwest Educational Council for Student Success
Dr. Ruth Williams and Dr. Michael Bates
- Education and Work Center in Hanover Park
Dr. Joanne Ivory
- Palatine Park District: Health and Recreation Center
Dr. Scott Cashman and Donelda Danz
- Emergency Services Training Center: Training Local Firefighters and Other First Responders
Dr. Maria Coons and Norm Bemis

Survey of Attendees

1. What suggestions do you have for additional local efficiencies?
2. What other suggestions do you have for further accountability for Harper?

February 14, 2024

Follow-up information from survey results.

- Sustainability Efforts
Dr. Ruth Williams and Nancy Medina
- Building M Partnership
Julie Bearden, Dr. Scott Cashman, Mary Kay Harton and Bob Grapenthien

May 8, 2024

Review Draft Report

Section 4: Findings

Review of Partnerships

1. **Northwest Educational Council for Students Success (NECSS)** partnership was reviewed. This partnership was formed in 2011 and represents the 23 communities served by Harper and aligns with the 12 high school districts. The overarching vision of NECSS is to partner with sender schools to help students complete college. The specific mission is to develop programs, share talent and data and leverage resources to ensure every elementary, high school and college graduate is prepared for a global society, 21st Century careers and postsecondary readiness and success.

The organizing structure of NECSS has evolved over the years to address the current environment. The 2024 focus areas for NECSS are to ensure equity for all, regional alignment and transitioning dual credit students into post-secondary completion. The Power of 15 initiative promotes the completion of 15 college credits (one semester) while students are still in high school through dual credit, ensuring college readiness and other means such as AP and CLEP.

Last year 5,298 students were involved in dual credit classes. The race/ethnic breakdowns of these students mirror the overall high school population in the district. Completing 15 hours of college coursework while in high school saves students money (approximately \$2,000 per student) and increases the likelihood of completion. The three-year graduation rate is 45% for dual credit students and 24% for non-dual credit students. In addition, 400 credentials (certificates) were awarded to high school graduates in 2023.

Questions/comments from the Decennial Committee

When are high school students eligible for dual credit? Response: When the high schools deem they can handle the rigor. Typically, this is in their junior year.

How do students qualify for dual credit? Response: When the high schools deem they are able to handle the rigor AND if the student meets the pre-requisites of the course.

- 2. *The Education and Work Center (EWC)*** partnership was reviewed. This partnership was established in 2012 and includes Harper College, Elgin Community College, Village of Hanover Park and the Chicago Cook Workforce Partnership. The mission of the EWC is to improve the lives of residents who live in Hanover Park and surrounding communities by offering adult basic skills, job search and career readiness assistance. Hanover Park is uniquely situated in an area that is served by many counties, schools, townships and community colleges. The challenges in the community include high unemployment, limited transportation, and low basic skills.

EWC usage includes 4,165 individuals who visit the facility for services annually. The majority of the courses offered (88%) are to learn English as a Second Language (ESL); 8% of the courses assist with high school equivalency prep; the balance is for computer, citizenship and other courses. Students are not only from Hanover Park, but also other far-reaching areas such as Bellwood, Carpentersville, Itasca, and Union.

Questions/comments from the Decennial Committee

How do we market programs? Response: Signage and word of mouth are the two main ways the EWC is marketed. Many individuals see the signs on the store front and walk in. Others learn from individuals who have used EWC services.

How are students tracked? Response: All visitors sign in when they enter EWC. Harper tracks students via its student information system.

Comments from the Decennial Committee: This partnership reflects the college's commitment to the community and beyond. The population served at EWC relies on these services to help improve their lives. Word of mouth is an effective marketing strategy as individuals in this community rely on one another for trusted information. Strong leadership makes these partnerships work.

- 3. *Harper's Health and Recreation Center*** partnership with the Palatine Park District was reviewed. The partnership formed over a failing pool and limited funding. The vision was for a multi-purpose building that could house academic programs, community activities, athletics and wellness. Northwest Community Healthcare was also a partner but constructed their own attached facility as an urgent care center.

The Palatine Park District assessed its community which indicated a need for indoor aquatics, fitness, and space for group fitness. The Palatine Park District provided funding to the project so their residents would have access to these services. The facility opened in FY 2019.

Usage of the facility was reviewed and indicated that we have surpassed pre-pandemic levels in total check-ins to the facility and memberships.

Without this partnership and Palatine Park District's willingness to financially support the project, the complete renovation of Building M into the Health and Recreation Center would not have been possible.

Questions/comments from the Decennial Committee

How much did the Palatine Park District contribute to the project: Response: The Park District contributed \$9 million to the renovation project and contributes annually to deferred maintenance and capital replacement.

- 4. *The Emergency Services Training Center*** partnership was reviewed. This is the newest partnership for the college. Leaders from local fire departments met with executives from the college in May of 2022 to explain that a fire training lab is needed for the Fire Science program, just like nursing or dental hygiene labs are needed for those programs. The key issues presented because Harper did not have a fire lab were that the lack of this facility was impacting our program and local firefighters did not have a facility for continuing education requirements. In addition, courses were not offered in a format that fit into the fire departments' schedules.

Other similar facilities were toured and a business plan was developed. As a result, the Board approved the construction of a \$7 million facility. Local fire departments will be providing equipment to support the facility such as a fire engine and other required apparatus. The facility will also serve as a Regional Fire Academy.

The course schedule was also modified. As a result, enrollment has increased by 56% in FTE and 47% in headcount in the credit program. Local fire departments have committed to spending their professional development budgets to send their firefighters to Harper.

Questions/comments from the Decennial Committee

When will the facility be ready for use? Response: Construction is scheduled from June 2024 – December 2024 and occupancy is expected in Spring 2025.

Decennial Committee members asked what makes these partnerships compelling? The response was that Harper is presented with opportunities to enter into many partnerships but chooses those that provide value to the college, as well as to the partnering agency or organization. We understand our commitment to the community to provide services in the most cost-effective way possible and select partnerships provide that opportunity.

Feedback from the Community

1. What is the status of Harper's sustainability efforts?

The college signed the President's Climate Commitment in 2010 pledging to decrease our carbon footprint to mitigate climate change. Sustainability is also embedded in various classes such as BIO 103 and 104, PHI 170, PHY 112 and PLS 206. There is also a learning community combining the disciplines of CHM and PHI. Continuing Professional Education has programming in sustainability areas. There are plans to offer a Sustainability Distinction, as the college does in social justice and global studies.

Harper has applied for and received grants from the Illinois Green Economy Network (IGEN). This funding has assisted in developing programming on Photovoltaics, SunSpec and in holding career networking events. The Learning and Career Center is becoming the hub for green economy programming for the college.

In terms of operations, the college has reduced waste by installing water bottle filling stations. The bike share program attempted to decrease the number of cars coming to campus. Electric car charging stations have been placed in parking lots. Green cleaning projects are being used, as well as sustainable materials in building maintenance operations. Occupancy sensors assure lights are on when people are present and new Building Automation Systems are adjusting climate controls more efficiently. All new buildings are constructed at a minimum of LEED silver. A new boiler system that is being installed – replacing boilers that are over 50 years old – will be more energy efficient.

Other efforts include using more digital materials and saving on paper, collecting technology products during Tech Week so they do not end up in landfills, diluting chemicals and reducing monitor brightness.

Harper remains committed to sustainability. The Sustainability Coordinator has left the college and there are plans to replace this position. This vacancy has reduced the visibility of sustainability work on campus. The student Environmental Club remains very active and there are plans to reinstate the shared governance Sustainability Work Group.

Questions/comments from the Decennial Committee:
Decennial Committee members acknowledged the work being done to decrease costs and enhance the college's focus on sustainability. They asked the college to ensure our efforts compare well to other higher education institutions in sustainability. They also advised that net zero carbon is easier to reach with geothermal approaches to building heating/cooling.

As a result of this question, the Sustainability Shared Governance Work Group was reinstated and is working to ensure Harper College compares well to other colleges and universities in its focus on sustainability. In addition, a new position was created with a focus on sustainability.

2. What is the financial status of the Building M partnership?

During the October 2024 Decennial Committee meeting, there was discussion as to how the partnership with the Palatine Park District and Northwest Community Healthcare (NCH) assisted the college in completing a total renovation of Building M. The partnership formed over a failing pool and limited funding. The vision was for a multi-purpose building that could house academic programs, community activities, athletics and wellness. Northwest Community Healthcare was also a partner but constructed their own attached facility as an urgent care center. This discussion focused on the financial viability of the building – is it running at breakeven or better?

Usage and financial information on building operations in the Health and Recreation Center were reviewed. The priorities of the building, in order, include Academics, Athletics, Wellness, Student Engagement, Campus Recreation and CE classes. This creates a multi-use facility. The main financial driver for the facility is memberships for usage. When the facility opened in 2019, there were 301 memberships which grew to 434 in 2020. The facility was closed during the pandemic but since then memberships have rebounded and are now at 578 in 2023. Usage as measured by check-ins at the facility is an all-time high of 126,098.

During 2023, the partnership did better than breakeven and generated a \$10,602 profit. This aligns with the proforma income statement developed when the partnership was formed. There is an overall fund balance of \$124,918 in the account that monitors the finances of the building. The largest expense is contractual services and this is reflected in outsourcing building management to CENTERS. In addition, the building utilizes a large number of student workers.

Questions/comments from the Decennial Committee:

Decennial Committee members who were involved with the approval of the partnership and subsequent renovation of the building expressed their appreciation for the positive impact the facility is having at the college and in the community. Comments included ensuring the building is used to its fullest capacity. The membership rate for the fitness center is viewed as a bargain in the community; so, we are serving our community well. There was a question about the contractual services fee paid to CENTERS. It was explained that this company is known in the industry and among other community colleges for managing these types of facilities. Their contract was just renewed and a bidding process will occur in the future when that contract expires. There was also a question about maintenance costs and it was explained that maintenance costs are billed accordingly to both the college and Palatine Park District.

Section 5: Appendix of Materials Reviewed

Institutional Effectiveness Measures: Institutional effectiveness is a process that involves the entire institution in the assessment and evaluation of the College's performance on key indicators, called Institutional Effectiveness Measures (IEM).

<https://www.harpercollege.edu/leadership/accountability/iem/index.php>

Accountability Report: The Institutional Accountability Report details the accomplishments achieved by Harper College against its Institutional Effectiveness Measures, Strategic Plan and Operational Plan in any given year.

https://www.harpercollege.edu/leadership/accountability/pdf/fy23_accountability_report.pdf

College Plan: The College Plan is published annually and is a one stop resource for the College's Strategic Plan, Operational Plan and Budget.

https://www.harpercollege.edu/leadership/planning/college_plan/pdf/college-plan-2023-2024.pdf

Board of Trustees Policy Manual: Policies of the college set forth by the Board of Trustees.

https://www.harpercollege.edu/leadership/board/pdf/board_policy_manual_final.081623.pdf

Annual Comprehensive Financial Report: Independent Auditor's Report (2 years).

https://www.harpercollege.edu/about/institutional_documents/docs/harper_-_acfr_fy22_final.pdf

https://www.harpercollege.edu/about/institutional_documents/docs/annual_comprehensive_financial_report23.pdf

Fact Book: Published annually to provide a snap-shot profile of Harper College. The document is designed to provide easy access to commonly asked questions and contains data and information about multiple facets of Harper College.

<https://www.harpercollege.edu/leadership/planning/factbook.php>

Board Training Compliance: Transparently shows that Harper's trustees are in compliance with required training.

<https://www.harpercollege.edu/leadership/board/index.php>

Climate Action Plan: Developed by Grumman/Butkus Associates to address action items leading the campus toward carbon emissions neutrality.

<https://www.harpercollege.edu/sustainability/pdf/climateactionplan.pdf#search=climate%20action%20plan>

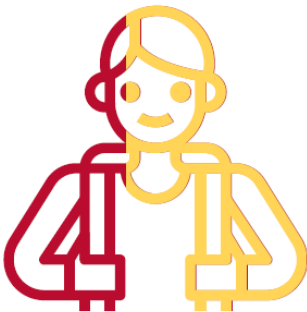
Harper College by the Numbers



542,215 people in Harper's district, 23 communities



21,901 credit students (unduplicated annual)
4,610 non-credit students (unduplicated annual)



69.4% part-time
30.6% full-time



40 Associate Degrees
103 Certificates



5,300 dual credit students in class of 2023

Tuition

(Summer 2023 - Spring 2024)



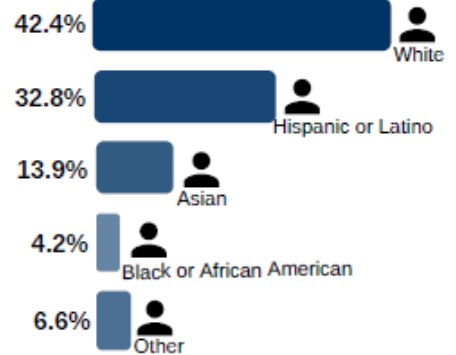
\$135.50 (resident)
\$392.50 (non-resident)



4,346 total credentials earned in 2023

46% Graduation Rate
18% Transfer Rate
77% Advancement Rate

Fall 2023 Credit Students



History of Harper College

As early as 1950, discussion began about establishing a community college. An active committee was at work on the project in 1961, and a community survey was done in 1962. In 1964, an area community college committee studied the feasibility of establishing a community college. The study committee's report concluded with the recommendation that "the citizens of the two high school districts...take appropriate steps to bring the voters of the four townships the proposal that a community college be established."

Early in 1966, the present 200-acre campus site in Palatine was selected, and the College was named William Rainey Harper College, in honor of the first President of the University of Chicago and the originator of the community college concept. In the spring, district voters approved a bond referendum by a four-to-one margin. In 1967, Harper's first faculty members were hired, and classes for 1,725 students were begun in temporary facilities in September. In the same year, the College broke ground for the first six buildings on campus property.

The William Rainey Harper Educational Foundation was incorporated in 1973 to broaden and enrich the College program through support of such projects as scholarships and special project initiatives funded by private donations to the College.

In September 1975, a successful funding referendum was held that allowed the College to proceed with the completion of the Palatine campus. Buildings G and H, housing vocational technology shops and laboratories, were completed in 1977. In 1978, the College began a major effort to develop a new master plan in concert with a comprehensive self-study effort. A referendum to increase operating revenue failed to gain voter approval that year. This led to major budget cuts in an effort to match expenditures with income. By 1980, the campus had increased to 15 buildings with the opening of the physical education, athletics, and recreation facility (Building M) and business, social science, and vocational education housed in Buildings I and J.

In February 1985, district residents approved a tax rate increase for the operation of the College. This was the first increase in tax support for the educational programs, services, and operating expenses of Harper College since the College was established.

The College began an extensive study in 1990 which led to the vision statement "Our Preferred Future." More than 1,000 College personnel and community residents worked together to develop this document to serve as a Harper College planning guide until the year 2000. In 1992, a new Information Systems Division was formed. Harper developed a new technology plan in 1994, following two years of extensive participation and input by administrators, faculty, and staff.

In 1994, the College purchased the Northeast Center (NEC), now referred to as the Learning and Career Center (LCC). The Board of Trustees approved the first and second phases of the Technology Plan in 1995 and 1996. The campus computer network was completed in 1996, providing links between offices and classrooms and as a resource to position Harper for higher education in the current century.

In 1997, Harper College received a 10-year re-accreditation from the North Central Association's Commission on Higher Education.

In 1998, the college implemented a new shared governance structure and published its first comprehensive strategic long-range plan (SLRP). Groundbreaking for the new Performing Arts Center (PAC) and the Wojcik Conference Center was held on May 18, 2000. The new buildings were partially funded by the Illinois Capital Development Board. In 2002, the conference center opened and was named the Wojcik Conference Center in recognition of a \$1.1 million member initiative grant given to Harper by Illinois State Representative Kay Wojcik.

On November 7, 2000, the Harper College district residents passed an \$88.8 million referendum to build a new facility to house Harper's growing science, technology, and health care programs. Construction of Avanté began in fall 2001. On August 29, 2001, Harper College purchased a new facility in Schaumburg for the Technical Education and Consulting at Harper (TECH) program. The facility, now called the Harper Professional Center (HPC), is the site for the new Fast Track degree option.

In 2008, Harper College once again received a 10-year re-accreditation from the North Central Association's Higher Learning Commission.

In 2010, the College worked with community partners to develop a new five-year strategic plan. The plan emphasizes increasing the number of students who graduate from Harper with a degree or workforce certificate or transfer successfully to a four-year university. In 2011, the College approved a new Campus Master Plan. The plan outlined a comprehensive ten-year program to renovate the campus to meet the needs of 21st-century teaching and learning.

In 2012, the U.S. Department of Labor awarded Harper \$12.9 million to expand the Advanced Manufacturing program to community colleges across Illinois. The program offers industry-endorsed skills certificates and paid internships with local manufacturers. It's also designed to encourage younger students to consider a manufacturing career by offering college credit to high school students. In 2013, the College broke ground on \$38 million in renovations of the Engineering and Technology Center. The project includes new state of the art classrooms for career and technical programs and expanded facilities for Harper's innovative Advanced Manufacturing Program. The College also broke ground on the \$46 million renovations of Building D which included new lecture halls, general classrooms, and student study and commons areas.

In 2014, the college launched the Education and Work Center (EWC) in Hanover Park, an unprecedented partnership with Elgin Community College, the Village of Hanover Park, the State of Illinois, and The Chicago Cook Workforce Partnership. The EWC offers adult education programs and a full-service Illinois WorkNet® Center for career support. Harper College offers classes during the day and Elgin Community College offers evening classes.

In 2015, the College launched the Harper College Promise Scholarship Program. The program offers every eligible public high school freshman in Harper's district the opportunity to attend Harper for up to two years tuition-free if, during high school, they maintain solid grades, have good attendance, don't repeat classes, graduate on time and perform community service. During its first year, more than 4,600 high school freshmen in Harper's district signed up for the program.

In 2016, the College received the prestigious Leah Meyer Austin Award from Achieving the Dream. The award honors Harper's outstanding achievement in creating an institutional culture dedicated to supporting and increasing the success of all students. This year also marked the implementation of the 2016-2019 Strategic Plan which focused on increasing levels of Inclusion,

Engagement, and Achievement for our students. The College was awarded a \$2.5 million American Apprenticeship Initiative grant by the Department of Labor to support apprenticeships in the Insurance, Information Technology, and Manufacturing sectors. The first cohort of 4,624 freshmen from district high schools applied to the Harper Promise Program.

The year 2017 marked the beginning of the College's yearlong 50th Anniversary celebration honoring its proud past, affirming its present mission and impact, and aspiring to an even stronger future. This milestone event led to the publication of Harper College, the First 50 Years, a 200-page history of Harper.

In 2018, the College successfully completed the two-and-a-half-year reaccreditation process that resulted in the Higher Learning Commission (HLC) reaffirming the College's accreditation through 2027-2028. Harper also completed the latest phase of its Campus Master Plan with the renovation of two major buildings: The David K. Hill Family Library and the Foglia Foundation Health and Recreation Center, which is a public-private partnership with Palatine Park District and Northwest Community Healthcare.

In fall 2018, the members of District 512 endorsed the important role Harper plays in the community by voting overwhelmingly in favor of a referendum question to support the College's campus master plan. The referendum, which passed with 61% of the vote, provides \$180 million toward capital improvements to help position Harper students and the community for a strong future.

In July 2019, the Board of Trustees hired Harper's sixth president—the first woman and first African American to lead the institution. This also began a Year of Engagement to learn about the institution, find ways to leverage resources and assets, and launch new initiatives. In fall 2019, Harper College welcomed its inaugural cohort of 421 Promise Scholars to campus.

In 2020, Harper College continued to be recognized for its achievements by earning two national awards: Achieving the Dream's Leader College of Distinction status for achieving new, higher student outcomes and narrowing equity gaps and the Andrew Heiskell Award for Innovation in International Education.

Due to the global COVID-19 pandemic, the College entered an unprecedented era and closed its campus midway through the spring 2020 semester. Classes moved to a fully online environment and support services continued in a virtual format. Throughout the pandemic, the College organized a series of COVID vaccine clinics and awarded more than \$21 million in emergency financial grants from the federal Higher Education Emergency Relief Fund; more than 18,000 awards were made to students.

The College launched its FY2021-2024 Strategic Plan with the theme Forward Together, the result of broad engagement in a community-based planning process. Included in the plan is a collegewide goal to close equity gaps by 20% by 2024.

In 2021, the College created the Office of Diversity, Equity and Inclusion led by a vice president and supported by staff to assist the college in meeting its equity goals. The Cultural Center opened in Building D. The College also received an \$18 million gift, the largest in Harper's history, from philanthropist MacKenzie Scott. These funds were used to launch the Igniting Paths to Success Scholarship and provide grants to local nonprofits whose missions support the advancement of equity, diversity and economic mobility for underserved and marginalized

communities. The Educational Foundation launched its \$30 million Inspire Scholarship Campaign.

In 2022, Harper was named to the 2023 Aspen Top 25 for Community College Excellence, a recognition of the College's commitment to student success and equitable outcomes. To help remove transportation-related barriers and increase access to campus, the College launched a series of transportation pilots including a new bus route, ride-share and bike share program. The College established new Institutional Effectiveness Measures (IEMs) focused on leading and lagging student success measures and aligned with the college's SOAR framework (Search, Onboard, Advance, Realize). The College also grew its apprenticeship program through partnerships with multiple Chicago-area hospital systems.

In 2023, Harper was recertified as an Achieving the Dream Leader College of Distinction, which recognizes the College's commitment to growing a student-centered culture that champions the success of every Harper student.