

April 18, 2016



Hola, nā hoapili!  
(Hawaiian for  
Greetings, colleagues!)

In my 55<sup>th</sup> Ski Gram, you can read about the following, and much more:

[\*\*YOUR Invitation To Our Presidential Leadership Symposium\*\*](#)  
[\*\*What A Difference A Word Makes\*\*](#)  
[\*\*Improvements to HACC's Student Wireless Network\*\*](#)  
[\*\*Change Lives. Make A Difference. Give Back.\*\*](#)  
[\*\*Enhanced Guidance for Grant Seekers\*\*](#)  
[\*\*Share Our Guide to HACC's "Journey To Excellence"\*\*](#)  
[\*\*Are You A Bridge Leader?\*\*](#)

### **Mark YOUR Calendar for Spring 2016 Commencement**

Mark your calendar to celebrate this spring's graduates! HACC's spring 2016 Commencement ceremony will be held at the Giant Center (550 Hersheypark Drive, Hershey, Pennsylvania, 17033) on Thursday, May 12, 2016, at 6 p.m.

We look forward to celebrating our students and hope you will join us to recognize their accomplishments.

### **A Timely Question About Our Next College Budget**

At the Collegewide Student Affairs Retreat on Thursday, March 10, 2016, I was asked if colleagues would receive a pay increase in 2016-17. I said that many options to balance the 2016-17 budget were being considered, including no pay increase. I went on to say that like most colleagues, I would rather experience no pay increase than layoffs. Most of the colleagues in the room nodded their heads in agreement. I have since learned that there is a rumor spreading that colleagues will not receive pay increases in 2016-17. That is not what I said, and a final decision regarding our budget – to include salary increases – will be made by the Board of Trustees at our May 3, 2016, meeting. Thank you.

### **HACC Welcomes Sanjiv Nayyar As New Controller**

Please join me in welcoming **Sanjiv Nayyar** as the new controller in the Office of Finance. Sanjiv began his role on Monday, Feb. 22, 2016. Most recently, Sanjiv served as controller of Mount St. Mary's University at Emmitsburg, Maryland, and prior to that as controller and regional director of finance at The Art Institutes, York, Pennsylvania, and Washington, D.C.

A Camp Hill resident, Sanjiv holds an MBA in finance and strategy from the Darden Graduate School of Business, University of Virginia. He is also a licensed Certified Public Accountant (CPA). Please stop by the Office of Finance and welcome Sanjiv to the College!



Central Penn College President Karen Scolforo, Ed.D., and I trade college T-shirts to celebrate several new program articulation agreements between our colleges. We held a brief signing ceremony on Friday, March 11, 2016.

## President's Leadership Symposium



### Civility in Higher Education: New Approaches to Foster a Culture of Trust

**Date:** Friday, April 29, 2016

**Location:** Rose Lehrman Arts Center Auditorium

**Time:** 8:00 a.m. to 3:30 p.m.

**Address:** One HACC Drive, Harrisburg, PA 17110

**Who should attend?** All employees are welcome; however, due to space limitations participation is limited to 120 people.

**Why attend?** The issues that will be discussed in this symposium have major implications for academic freedom, shared governance, free speech, teaching, research and the relationships among our employees. The symposium will also facilitate conversations that will support the [2015-19 Strategic Plan](#).

### Tentative Agenda

#### Opening Address: President Ski

##### Speakers:

1. **Daniel Buccino** - Hopkins University Civility Initiative and co-founder/speaker of Dr. P.M. Forni's Twenty-Five Rules of Considered Conduct
2. **Dr. Jaime Lester** - Scholar in the field of Civility in Higher Education from George Mason University
3. **Prof. Tom Hogan** – Scholar in Human Resource and Behavioral Sciences in Higher Education from Pennsylvania State University

##### Breakout sessions:

- Disenabling Bullying Behavior Learning Civility
- Structures to Enable Civility and Integrity vs. Legal Implications
- Classroom Culture and Civility
- Responsive Decision-making – Relationships between Faculty and Staff

#### Panel discussion

**To register:** Please go to

<http://www.hacc.edu/FacultyandStaffDevelopment/Events/HREventsListing.cfm>

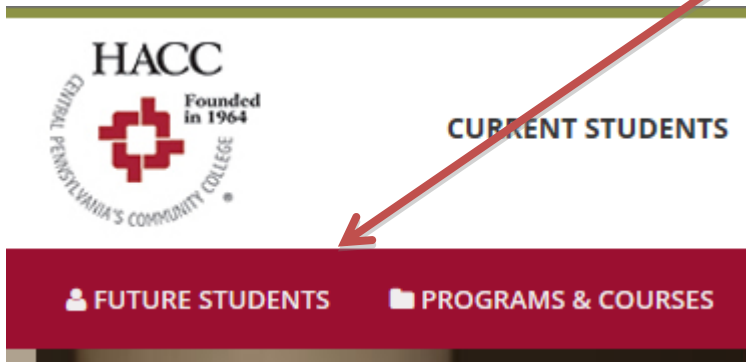
or go to myHACC > Human Resources Information > Professional Development.

For more information, please contact **Cavil Anderson** at [csanders@hacc.edu](mailto:csanders@hacc.edu) or 717-736-4137 or **Patty Bowen** at [pabowen@hacc.edu](mailto:pabowen@hacc.edu) or 717-736-4137.

## What A Difference A Word Makes

What catches your eye first when you go to the homepage of HACC's website? Is it the slideshow or maybe the calendar of events?

For many of our website visitors, it was the revision of just one word that made a very noticeable difference. On Friday, March 27, 2015, the words "New Students" were revised to read "Future Students" as shown below.



The difference in the number of clicks to this link was remarkable! From Friday, Aug. 1– Wednesday, Dec. 31, 2014, it had **320** clicks. After the update, for the same time period in 2015, that link had **4,131** clicks!

Another revision was made to change "Students" in the header to "Current Students." Before the revision, the Students link had **2,215** clicks. Afterward, there were **199,283**! What a difference a word makes!

What does all of this mean? When we do the research, listen to our stakeholders and do what makes sense to them, we will have a better chance of achieving our goals. In this case, the goal was to communicate more effectively via our website – our primary marketing tool. We will continue to make website enhancements based on research and feedback from our stakeholders. If you have any feedback, please share it with us using this [online form](#). Thank you!

## Congratulate And Support Our Phi Theta Kappa Scholars

HACC's Alpha Nu Omega Chapter of Phi Theta Kappa, the international honor society of two-year colleges, is now a self-sustaining organization and thanks all HACC faculty and staff members who supported its recent Yankee Candle and 50/50 fundraisers.

The chapter's new funding model requires significant fundraising efforts by the students, who are currently raising money for October's induction ceremony. Please watch for other opportunities to support our student scholars.

In other PTK news, the Alpha Nu Omega chapter is the number one PTK chapter in fundraising for the American Cancer Society's Relay for Life this year, with \$7,776.10 raised! The chapter's total for the past six years now exceeds \$30,000. The group was honored for this accomplishment on Friday, April 8, 2016, at the PTK NerdNation conference in National Harbor, Maryland.

Congratulations, PTK members and alumni!



Steven Ruffatto, assistant professor of criminal justice, at left, welcomes Pennsylvania Secretary of State and former HACC Trustee Pedro A. Cortès, second from left, to "Everyone Votes" on Wednesday, March 16, 2016, to promote voter participation. We also welcomed alumnus Casey McCauslin, now a Baltimore City police officer.

## **Improvements to HACC's Student Wireless Network**

The Office of Information Systems and Technology (OIST) has made a number of improvements to the student wireless network at all campuses. Some students had reported difficulties with their mobile devices and being disconnected at inconvenient times. Others had wireless issues within a lab setting. To address these concerns, OIST has made the following changes:

- Increased the connect time from two hours to eight hours. This means students who access the open wireless network will only have to connect once within an eight hour period, regardless of which campus they are located on.
- When connecting to the open wireless network, users are no longer required to open a browser and accept the terms and conditions.
- A wireless access point was relocated to better serve students in the Hall Technology Center, room 121. Students who were required to use a wireless device have reported an improvement in speed and sustained connections.
- Information regarding the student wireless network is now available to students on the Technical Support page, which can be found on the student tab of myHACC.
- Since the Lebanon Campus is in close proximity to other businesses, users there will continue to use a special wireless key to access the network. For support, students will continue to visit our OIST department located on the third floor in room D303.



**Students, staff and guests gather to encourage everybody's civic participation in upcoming elections. "Everyone Votes" – everyone other than Hemingway Hawk, that is – was the theme for the observance at the Harrisburg Campus on Wednesday, March 16. With me, at right, is Harrisburg Campus Vice President Irvin Clark, Ed.D.**

**Jeff Warren**, director of infrastructure and network, is researching a long term solution for wireless authentication. This may provide more options for students to authenticate and access HACC's resources.

## **Better Communication With Students**

We are engaging in a new process to improve our ability to contact students and to ensure we have accurate student information in our system. On Monday, March 21, 2016, we began using a new address verification process using Quick Address Systems (QAS).

Following are some key points regarding this change:

- Every 90 days, we will run the verification process for all addresses in our system. The process will verify 1) that the address on file is a verified address with the United States Postal Service (USPS) and 2) whether students have updated their address through the completion of an address forwarding process with USPS. We will automatically update their information based upon the verification process.
- For new students and other new address information being entered into the system, address verification will occur in real time to ensure that the address being provided is a verified address with USPS.  
(See **BETTER COMMUNICATION** on next page)



### **Better Communication** (from page 4)

The system requires that all address lines (excluding name) will be capitalized.

- This change will ensure that we have the most accurate and up-to-date addresses for students.
- By fall 2016, students will be able to update their address automatically through myHACC using the address verification system.

Please send any questions or comments you may have to [record@hacc.edu](mailto:record@hacc.edu).

### **Save The Date: 2016 Employee Recognition Ceremony**

The 2016 Employee Recognition Ceremony will take place on Friday, May 6, 2016, at the Harrisburg Campus beginning at 9 a.m. with a breakfast buffet catered by the students and staff of the Chef's Apprentice. The award ceremony will begin promptly at 9:30 a.m.

The ceremony recognizes employees celebrating years of service to the College beginning at the 10-year mark, as well as recipients of the Adjunct in Excellence award, the National Institute for Staff and Organizational Development (NISOD) Excellence Award and the HACC Foundation Employee Award. Please RSVP using the official invitation distributed to all faculty and staff. Should you have any questions regarding the annual ceremony, please contact **Courtney Young**, coordinator, performance management and employee recognition, at [clyoung@hacc.edu](mailto:clyoung@hacc.edu).

### **Weekly Updates For Contribution Tiers**

We would like to make full-time employees aware of upcoming changes to our medical insurance deduction practices. Current practice is to update contribution tiers annually on January 1. Effective Friday, July 1, 2016, contribution tiers will be updated on a weekly basis.

For example:

- Your current annual salary is \$60,000. Your medical contributions are in the Tier 2 level (annual salary \$35,000 - \$64,999).
- Next month, your position is reclassified and your annual salary is increased to \$67,000. Your medical contribution tier will become Tier 3 (annual salary over \$65,000) when your pay increase becomes effective.
- Employees in interim positions or receiving stipends for temporary assignments will not change contribution tiers. Deductions will continue to be based on your regular salary.

Questions? Email [askHR@hacc.edu](mailto:askHR@hacc.edu).



Our annual spring meeting with representatives from the Harrisburg Campus' 22 sponsoring school districts offers an opportunity to show off our facilities. With me in the Select Medical Health Education Pavilion are Sybil Knight-Burney, Harrisburg School District superintendent, and HACC alumnus Melvin Wilson, Jr., Delegate Body representative from the Harrisburg School District.



Michael Leader, right, chief executive officer and president of Country Meadows, celebrates two HACC online faculty members on Friday, March 11, 2016, for creating an online associate degree in gerontology that was intended for his employees and others in the retirement community sector. Kudos to, from my left, faculty members Kathy Sicher and Annamarie Fazzolari. Also sharing in the festivities is Deb Rebman, HACC counselor.



April 21, 2016

Change Lives. Make an Impact.

Do you ❤️ HACC?

On April 21, 2016, members of the HACC community will join together for HACC's first-ever Day of Giving! It's a chance for HACC alumni, current and former board members, employees, retirees and students to **make a BIG impact in a short period of time** and build a brighter future for HACC and its students.

Join together on April 21 to make a BIG impact for HACC!

Please make YOUR gift on the Day of Giving to one or more of the fundraising campaign priorities: (1) Cooper Student Center Renovations, (2) Emergency Assistance Funds, (3) President's Fund for Excellence and (4) Scholarships.

Ready to get started?

It's easy!

- Help us spread the word. Be sure to use #HearthACC in all your social media posts
- Come back on April 21, and make YOUR gift to HACC

Participate in fun campus activities!

Please see the list of campus activities at the link below.

We encourage all employees and students to select one of the five campuses to participate in the Day of Giving festivities.

Learn more at <http://www.hacc.edu/HACCFoundation/Fundraising/Give-Back.cfm>

## **Office of College Advancement Offers Enhanced Guidance for Grant Seekers**

Are you interested in seeking grant funding to support HACC's Strategic Plan 2015-19, "Journey to Excellence?" HACC's Grants and Corporate Relations Department, part of the Office of College Advancement team (OCA), is here to support you. You can learn more about the grants process by reviewing the enhanced grants section in the OCA Channel of myHACC. Here, you will find:



- HACC's grants pre-approval form and guidelines
- A handy grants process flow chart
- Excerpts from HACC's checklists for grant seekers
- A sample of a successful grant proposal

If you have any questions or wish to discuss a grant project you have in mind, please contact [grants@hacc.edu](mailto:grants@hacc.edu).

## **Guidelines for Developing YOUR HACC-Related Videos For Our YouTube Channel**

Would you like to see YOUR HACC-related videos on HACC's YouTube channel? Please visit myHACC to review the newly added document, "Guidelines for Developing a HACC Video for YouTube." It can be found on the OCA channel under the Photography and Videography section. The document includes tips for recording and everything you need to get YOUR video posted onto HACC's YouTube channel.

At a Cumberland Valley Economic Development Corporation event on Thursday, March 10, 2016, United States Representative Scott Perry (R- 4<sup>th</sup> District), center, enjoys the friendly company of some of the key players in the area including from left, Lani Longarzo, director, Shippensburg University Foundation; David Del Grosso, PNC Bank; and former Pennsylvania Secretary of Labor and Industry Julia Hearshway.

## **HACC Colleagues Lead College Workshop At Area Church**

Genita Mangum, College registrar, and Jazmin Simpson, student success manager for Virtual Learning, teamed up to lead a college workshop at Bethel African Methodist Episcopal (AME) Church, Harrisburg, on Thursday, Feb. 4, 2016. Middle and high school students and their parents, guardians and mentors participated.

Genita and Jazmin discussed the following topics:

- Which Pathway is Best For You?
- Preparing for College
- Applying to College
- Reasons You Should Attend a Community College

Highlights of the workshop included:

- A collaborative and interactive activity that required participants to review case studies of students who have faced unique and challenging circumstances. The students identified how to best advise the case study students on which educational institution types might best fit their history and background.
  - A game where the students guessed the names of celebrities who have attended community colleges
  - Mock interviews for students who were asked to respond as though they were finalists for admission to Penn State and HACC
- (See **WORKSHOP** on next page)



Tuition giveaway winners Dàsia Nebiett, second from left, and Emoni Eden, third from left, celebrate with HACC staff members Jazmin Simpson, left, and Genita Mangum, right.

## Workshop (from page 7)

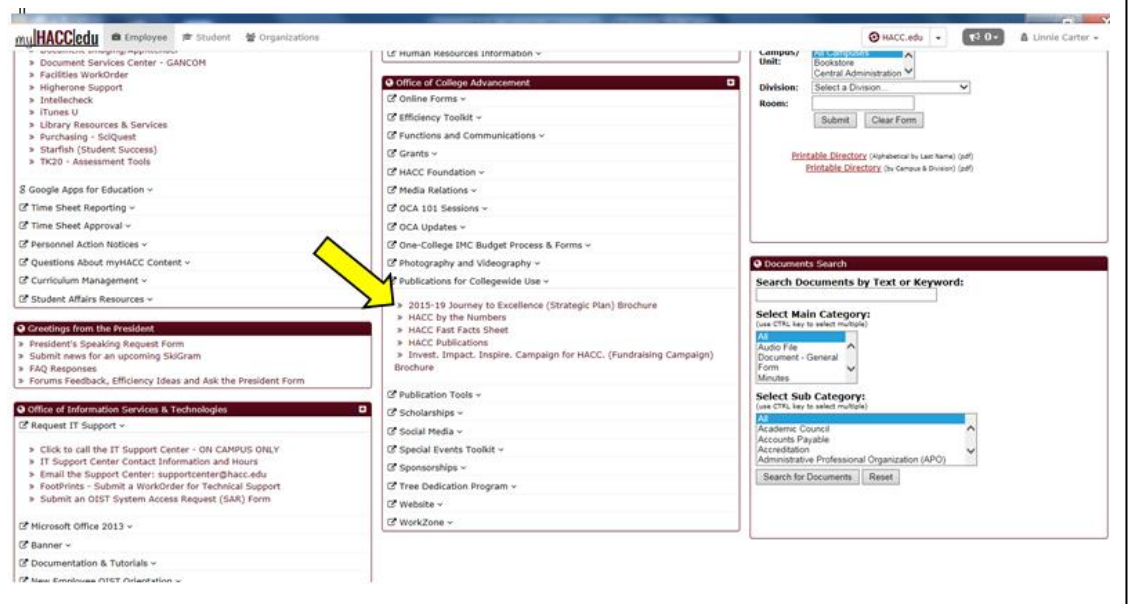
- Two tuition giveaway opportunities

Feedback from the event was positive. Thanks to the success of the event, Genita and Jazmin have been asked to be involved in a yearly college prep workshop at Bethel AME Church.

### Share Our Guide to HACC's "Journey To Excellence"

HACC's 2015-19 Strategic Plan, "Journey to Excellence" is now available as a color PDF brochure on myHACC.

You can find it in the OCA channel under "Publications for Collegewide Use," as shown here.



## Responding to Requests from the Media

OCA's integrated marketing communications (IMC) team handles all inquiries from media representatives about HACC or the HACC Foundation. Media outlets include (but are not limited to) newspapers, TV and radio stations and blogs, and inquiries may come from bloggers, media representatives from local, county and state agencies and HACC student newspapers.

If you receive a media inquiry related to the College or the HACC Foundation:

1. Take the requestor's contact information and tell them a member of the Office of College Advancement team will follow up with them.
2. Email [newsroom@hacc.edu](mailto:newsroom@hacc.edu) with the information and copy [lscarter@hacc.edu](mailto:lscarter@hacc.edu).

**Linnie Carter** and I are the primary spokespeople for the College. The IMC coordinators are also authorized to serve as secondary spokespersons. No one else is authorized to communicate with the media about HACC or HACC Foundation business without written authorization from one of these seven individuals.

This process ensures that the flow of information from the College is coordinated and controlled, and it protects the College both in good times and in times of crisis. When a crisis occurs, the media will look for anyone to serve as a source of information. It is important at all times, but especially in a crisis, that you refer the media to OCA if you are contacted directly.

## How to Handle Freedom of Information Inquiries

When you receive telephone inquiries related to Right to Know or Freedom of Information Act requests, please do the following:

(See **RIGHT TO KNOW** on next page)



**Right To Know** (from page 8)

1. Direct the caller to our website: [www.hacc.edu](http://www.hacc.edu).
2. Ask the caller to type “Right to Know” in the search function to find the Web page about the Right to Know process (Note: This is the direct link to the Web page):  
<http://www.hacc.edu/AboutHACC/Administration/RighttoKnow/index.cfm>.
3. Ask the caller to follow the detailed instructions on the website.
4. Say that the request will be handled after the caller has followed the detailed instructions.
5. Do not engage in any conversation beyond this, because it might be used against the College later – especially if you share erroneous information with the caller.

When you receive email inquiries related to Right to Know or Freedom of Information Act requests, please do the following:

1. Forward the email to [righttoknow@hacc.edu](mailto:righttoknow@hacc.edu) (this email address is also listed on <http://www.hacc.edu/AboutHACC/Administration/RighttoKnow/index.cfm>).
2. Do not respond to the writer.

Upon receipt of these telephone and email inquiries, the OCA team will handle them and confer with the necessary individuals.



**Harrisburg Campus students and staff celebrate the opening of the new Student Government Association (SGA) office in Blocker 221 on Wednesday, Feb. 24, 2016. At center in the back row are, to the left of the balloons, SGA President Hayden Allison and, to the right, SGA Secretary Heather Walters. Jeff Gerstein, director of student development and multicultural programs, is in the front row, at left.**



**Malcom Richardson of UFinancial Group, center, welcomes Irvin Clark, Ed.D., Harrisburg Campus vice president, and me to the Thursday, Feb. 25, 2016, meeting of the Estate Planners of Central Pennsylvania at the West Shore Country Club.**

**Publicize Your Events!**

HACC students and employees are more than books and the classroom. When planning events, remember to submit an IMC form for coverage. The form is found under the “Office of College Advancement & HACC Foundation” portal on the home page of myHACC or click on the link:

<http://apps.hacc.edu/ocaApps/CommunicationsHub/>.

**Results Of YOUR Feedback On OCA’s Communications Hub**

Our OCA colleagues appreciate your feedback on ways to improve the Communications Hub. Many of the enhancements already made – and plans for future enhancements – are a direct result of the comments you have shared. The OCA team thanks you for taking the time to provide YOUR feedback. You are making a difference!

Listed below are some of the common issues users have encountered, best practices to assist you in filling out your requests, and future enhancements that may be made as a result of your (See **COMMUNICATIONS HUB** on next page)

**Communications Hub** (from page 9)

feedback. The OCA team is *gratefully* YOURS. Thank you!

#	Common Issues Experienced	Best Practices	Future Enhancements
1.	<p>Information not entered in all required fields</p> <p><b>Section 5 - Project Goals</b></p> <p>Please complete the following. (*- All fields are required.)</p> <p><b>Project Title:</b> <input type="text" value="testing"/></p> <p><b>What is the purpose of this project?</b> <input type="text" value="test"/></p>	<p>Ensure that all <b>required</b> fields contain information. We understand that some fields may not be applicable for your specific request, so please type “N/A” within the box.</p>	<p>A notification when <b>required</b> fields are left blank will be added.</p>
2.	<p>Submission not processed due to incomplete information</p>	<p>Type “N/A” into required fields – even if they do not apply to your specific request.</p>	<p>A notification when <b>required</b> fields are left blank will be added.</p>
3.	<p>Information unsaved before uploading a document</p> <p>You must click the "Save" button for this section <b>before</b> uploading a file. Otherwise the information you have entered will be lost when you upload the file.</p>	<p>Save your information after filling in fields – but before uploading a document.</p>	
4.	<p>Filename size more than 50 characters</p>	<p>Prior to uploading a document, please make sure your document's filename is less than 50 characters.</p>	<p>New document upload interface may be created to allow for ease in uploading.</p>
5.	<p>Account number for printing not included within the hub request</p> <p>Please provide your account number (which is required before any work will begin):</p> <p><input type="text"/></p> <p>Comments:</p> <p><input type="text"/></p>	<p>Please have your account number secured prior to submitting a request. Required funds must be in the account.</p>	
6.	<p>Unable to merge two Excel spreadsheets</p>	<p><a href="#">Please view this video</a>, which will provide the necessary steps to merging Excel cells.</p>	<p>OCA will add this <a href="#">YouTube link</a> to the Communications Hub.</p>

(See COMMUNICATIONS HUB on next page)

**Communications Hub** (from page 10)

7.	<p>Cannot find the IMC tracking number for a prior project to include within new request</p> <p><i>(Example: A flier was created by IMC last semester and needs a simple date and time change, and all other information should stay the same. By providing the previous IMC tracking number with your <b>new</b> Communications Hub request, you can ensure the design process will not take as long for the revised flier.)</i></p>	<p>The IMC tracking number is included on all printed items in a lower corner of the piece. In addition, by logging into the Communications Hub, you are able to sort through all of your previous submissions.</p>	<p>OCA will add this information to the Communications Hub.</p>
8.	<p>Requesting a service that OCA does not handle:</p> <ul style="list-style-type: none"> <li>• Everybody emails</li> <li>• Information for campus e-newsletters</li> <li>• Ski Gram</li> <li>• Campus video screens</li> </ul>	<p>The Communication Hub provides the necessary website link or email links of the colleagues who should receive or handle this information.</p>	<p>OCA will:</p> <ul style="list-style-type: none"> <li>• Reply to your submission</li> <li>• Remind you of services not provided by OCA</li> <li>• Include a screenshot with additional information</li> </ul>
9.	<p>Confused by “AP style”</p>	<p>Please reference the <a href="#">HACC Communication and Style Guide</a> within the OCA portal on myHACC.</p> <p><u>Please note:</u> It is not a requirement to know Associated Press (AP) style in order to submit your request. The IMC team is trained to write in AP style – the writing style of the College. Knowing AP style is a bonus. However, please provide the content that you already have, and IMC will edit it for AP style.</p>	<p>OCA will add the <a href="#">HACC Communication and Style Guide</a> link to the Communications Hub.</p>

### **Check Out OCA Today**

The Office of College Advancement is proud to share “OCA Today,” its unit newsletter, with you.

Please go to the Office of College Advancement & HACC Foundation section of myHACC to read the most recent issue of the publication or click on the following link:

[https://apps.hacc.edu/hacc\\_forms/E56hy9/openform.cfm?FID=3361](https://apps.hacc.edu/hacc_forms/E56hy9/openform.cfm?FID=3361)

### **Calling All Experts: Share YOUR Expertise**

I am proud of our HACC colleagues and would like to share your expertise with others. HACC defines “expertise” as a topic for which you have advanced skill and experience, most likely related to your position at HACC.

#### **There are two ways that you can contribute:**

- Participate in media interviews related to your areas of expertise
- Speak to community organizations about your areas of expertise

If you choose to participate, you will be listed in the [online directory](#) for media representatives and community organizations to view. If you are interested in sharing your expertise, please complete the [online form](#).

Upon receipt of your information via the online form, OCA will add you to the online directory. Interested media outlets and community organizations will be able to view your information online and contact you directly if they are interested in speaking with you.

#### **Examples:**

- WGAL8 wants to interview someone about childhood obesity. If this is your area of expertise, the TV station may contact you directly for an interview. You will not need to work with OCA to coordinate the details. However, the media will copy [newsroom@hacc.edu](mailto:newsroom@hacc.edu) in its correspondence with you.



It is always exciting to visit with our students. Several greeted me during my visit to the Gettysburg Campus on Friday, Feb. 19, 2016.

- A Rotary Club is interested in having you speak about international trade. If this is your area of expertise, the organization may contact you directly to coordinate the speaking engagement. You will not need to work with OCA to coordinate the details.

**Please note:** Your participation is voluntary. You are encouraged to consider each request on a case-by-case basis. If you have any questions or need additional information, please email [newsroom@hacc.edu](mailto:newsroom@hacc.edu).

Thank you!

### **Available for Loan from the Office of College Advancement**

The Office of College Advancement (OCA) has three red tablecloths and three banners with the HACC logo that can be borrowed for HACC-related events. In order to borrow any of these items, please:

1. Submit your request to [oca@hacc.edu](mailto:oca@hacc.edu).  
(See AVAILABLE FOR LOAN on next page)



Available For Loan (from page 12)

2. Include:
  - The reason for borrowing the items, such as recruitment, science fair, speaking engagement, etc.
  - The date(s) you are requesting to borrow the items
3. Allow five business days to process the request.

OCA will notify you to:

1. Confirm whether the request is approved
2. Confirm if the items available for the period requested
3. Make arrangements for you to pick up the items from OCA in suite 200 of the Ted Lick Administration Building

If you have any questions, please email [oca@hacc.edu](mailto:oca@hacc.edu).

### HACC Welcomes “Lancaster Learns” Participants

HACC’s Lancaster Campus hosted the “Lancaster Learns” conference on Friday, Feb. 26, 2016, a day dedicated to promoting collaboration among our colleagues at institutions of higher education in Lancaster County.

The event was co-sponsored by HACC, Eastern Mennonite University, Elizabethtown College, Franklin & Marshall College, Lancaster Bible College, Millersville University, Pennsylvania College of Health Sciences and Thaddeus Stevens College of Technology and was a huge success.

Please join me in extending our special thanks to **Jason Beaudin**, director of academic technologies; **Melissa Dietrich**, instructional technology analyst, **Tammy Gingras-Moore**, adjunct instructor in speech; and **Anne Trout**, adjunct instructor in English; for planning a wonderful event!

This year’s “Lancaster Learns” presenters from HACC were:

- **Tammy Gingras-Moore** and **Steven Lustig**, associate professor of business and business law, discussing “Walking a Few Steps in a Student’s Shoes: Reliving the Learning Experience”
- **Kimberly Grotewold**, instructor in information science, presenting “Moving Students Beyond the Search for ‘The Perfect Information Source’ to a More Integrated Use of Researched Information” •



The Gettysburg Campus hosts superintendents and elected officials for a tour of the campus’ Mechatronics Lab on Friday, March 11, 2016. From left to right are Dr. Russell Greenholt, superintendent, Conewago Valley School District; Dr. Shane Hotchkiss, superintendent, Bermudian Springs School District; Justin Peart, business manager, Bermudian Springs School District; Robin Fitzpatrick, president, Adams County Economic Development Corporation (ACEDC); Dory Uhlman, campus dean of academic affairs; Shannon Harvey, campus vice president; Rich Hebel, mechatronics instructor; Dr. Chris Bigger, superintendent, Littlestown School District; Delores Nester, president Littlestown School Board; Michael Statler, business manager, Littlestown School District; and state Senator Rich Alloway (R-Adams, Cumberland, Franklin and York). Our guests got an overview of the Mechatronics Certificate Program and discussed ways to promote the program to high school students and Adams County manufacturing companies.

## **Are You A Bridge Leader?**

In higher education, “bridge leaders” – faculty and staff members who work to bridge racial and cultural divisions – play a key role in inspiring minority students to succeed. Bridge leaders also promote collegiality and success among their colleagues. Clarence G. Williams, a former administrator at MIT, shared his observations as both a student and an educator in an interview with The Chronicle of Higher Education recently. I thank Mr. Williams’ niece, **Angela Campbell**, Ph.D., department chair, Counseling, for sharing his story, which you can read [here](#).

## **You Can Receive Funds to Support Your Marketing**

The funds for the College’s integrated marketing communications are managed as one budget. This process was developed to help the College be more strategic and comprehensive with its marketing initiatives and meet the goals of increasing student enrollment and enhancing public awareness about the College.

But did you know there are funds available to support Collegewide or campuswide projects that are not part of the Collegewide marketing plan? For example, you may want to promote a new program by printing fliers for an upcoming event or advertising on the radio. These funds are available to assist you.

You can apply for funds through the [application for use of Integrated Marketing Communications funds](#), which is located under the OCA channel of myHACC.

To learn more about the enrollment management and integrated marketing communications process and how this applies to you, please review the frequently asked questions on the webpage.

## **Lancaster County High School Students Have A “HACC Experience”**

Team-building exercises and a chance to chat with HACC faculty members were among the highlights of an engaging new program developed by our colleagues at the Lancaster Campus to introduce high school students to the opportunities available if they enroll at HACC. A total of 411 students from 13 high schools around Lancaster County visited the Campus during one of four day-long “HACC Experience” days in March and April. Eighty-nine of those students took placement tests while on campus.

The Campus welcomed students with opportunities to learn what it is like to be a student at HACC and to hear from and talk with faculty members representing a variety of disciplines and programs. Subjects ranged from intellectual property law and cardiovascular technology professions to the art and power of storytelling and how to overcome test anxiety.

Titles of some of the chats included “Why Reading Literature Could Save the World if Everyone Read It – Especially Poetry!,” by **Pat Hanahoe-Dosch**, associate professor of English; “Mutating Nemo: Environmental Influences on Your Health,” by **Huey Huynh**, adjunct science instructor; “How Did They Build That? Construction Technologies through the Ages,” by **Kazim Dharsi**, senior professor of architecture and architectural technology; and “Sappho: Eros and the Tenth Muse,” by **Seth Martin**, associate professor of English.

I want to thank all faculty and staff who contributed to the events, including: **Aaron Harnish**, adjunct instructor in criminal justice; **Matt Goodman**, campus associate dean of academic affairs; **Jeff Ihlenfeldt**, (See HACC EXPERIENCE DAYS on next page)

### “HACC Experience” Days (from page 14)

associate professor of English; **Steve Lustig**, associate professor of business and business law; **Pam Pacana**, associate professor of cardiovascular technology; **Jennifer Price**, Ed.D., dean of enrollment services; **Dennis Shoemaker**, Psy.D., professor of psychology; **Jay Wenger**, Ph.D., professor of psychology; and **Kristy Werkheiser**, associate professor of cardiovascular technology.

### Exciting Changes Coming to Cooper Student Center



An architect's rendering of the new Bruce E. Cooper Student Center.

I am pleased to share an update on the renovation of the Bruce E. Cooper Student Center at the Harrisburg Campus. These renovations will transform the HACC experience for our students Collegewide. As commuters, our students need a comfortable space to read, study and perform group work. Many students take courses at multiple HACC campuses and through Virtual Learning, which means

students at our Gettysburg, Lancaster, Lebanon and York campuses – as well as our Virtual Learning students – will truly benefit from a new “one-stop” welcome center at the Harrisburg Campus.

[Please click here to read more about the renovation timeline and how this exciting initiative will impact you.](#)

### Kudos

- To **Deb Fulmer**, adjunct biology instructor at the Lancaster Campus, for providing volunteer nursing care to refugees in Syria during spring break.
- To the following full-time Lancaster faculty members who are volunteering regular service/office hours in the tutoring center this spring: **Steven Lustig**; **Paul Martin**, professor of computer information systems; **Lori McNair**, associate professor of reading; **Stock Weinstock-Collins**, assistant professor of chemistry and physics; and Professor of Reading Emeritus **David Petkosh**.
- To the **Office of College Advancement Team** for their professional planning of our comprehensive fundraising campaign!
  - The Development and Alumni Relations Department has developed fundraising materials for donors and provided training for volunteers and fundraisers.
  - The Financial Analysis and Reporting Department is leading efforts to improve our donor database and provide a new online giving website.
  - The Grants and Corporate Relations Department is finalizing a list of organizations to approach for contributions and developing a three-year calendar of the various grant (See KUDOS on next page)

**Kudos** (from page 15)

- proposals that we will submit.
- The IMC Department is developing online and printed materials to make the Central Pennsylvania community and our stakeholders aware of the comprehensive fundraising campaign. The materials include news releases, banners, brochures, posters, signs, billboards, flyers and social media posts.
- The Website and Multimedia Resources Department is constantly enhancing our websites ([www.haccfoundation.org](http://www.haccfoundation.org), [www.hacc.edu/hearthacc](http://www.hacc.edu/hearthacc) and [www.hacc.edu/golf20](http://www.hacc.edu/golf20)) and providing exceptional photography (<https://www.flickr.com/photos/hacc/>) and videography (<https://www.youtube.com/user/HACCinfo>).

- To **Shawn Dumez**, OIST technician at the Lebanon Campus. During the month of February, Shawn took on additional duties to resolve and find solutions for student service needs. He did so quickly and efficiently.



On Thursday, Jan. 28, 2016, one of our colleagues at the York Campus suffered a hemorrhagic stroke while driving into the parking lot. Facilities Specialist Todd Greer, Security Officer Chris Lytle and Director of Nursing Cindy Donell made quick, critical decisions for our employee in need, who is now recovering. A special kudos and thank you go out to these lifesavers, from left, Cindy, Chris and Todd.



I always enjoy greeting my fellow Rotarians! Here I join Aaron Hoke, president of the Colonial Park Rotary, at left, and Randy Sibert, a member of the HACC Foundation Board of Directors and Colonial Park Rotary, for the Rotary meeting on Wednesday, March 16, 2016.

- To **Deb Bybee**, coordinator, disability services, and all the employees at the Lebanon Campus who participated, presented or interacted during the campus poverty-awareness day. Your commitment to engaging the campus in difficult conversations and education is appreciated!
- To Faculty Scholar **Robert C. Hairston**, senior professor of biology, on two accomplishments: his work as a reviewer of a major microbiology textbook by Eugene W. Nester, 8<sup>th</sup> edition, published by McGraw-Hill Education, copyright 2016, and on the 16<sup>th</sup> printing Bob's own book, *Student Study Guide and Laboratory Manual for Microbiology* by Kendall Hunt Publishing Co.
- To Faculty Scholar **Kathleen Pratt**, assistant professor of management and marketing, on her presentation of "Business Etiquette: Building Your Personal Brand," sponsored by Career Services, Office of Student Life and Phi Beta Lambda in February 2015 at the Gettysburg Campus.

**From the online form to submit questions about the organizational transformation**

**Question/Comment:** What prompted the leadership symposium on civility? This is an odd framework around morale.

**Response:** This was a recommendation from the Employee Engagement Team and is closely related to Strategic Plan Goal 4.

(See QUESTIONS/COMMENTS on next page)



**Questions/Comments** (from page 16)

<p><b>Question/Comment:</b> My question (and possible suggestion) is about the work-life-balance initiative that has been discussed among the various constituency groups. Has HACC visited the idea of offering a more flexible work day regarding the length of the lunch hour? Many organizations give their employees the choice of taking a half-hour lunch OR a full hour. By choosing the abbreviated lunch, employees would have the flexibility to either arrive to work a half-hour later (8:30 a.m.) or leave a half-hour later (8:30 a.m.) or leave a half-hour earlier (4 p.m.). I feel this could be an easily implemented solution, but it would have a large impact on morale. Thank you.</p>	<p><b>Response:</b> At this time, the length of an employee's lunch break is made locally by the supervisor.</p> <p>Supervisors should work with their chain of command and other units to ensure there are no negative operational impacts associated with half-hour lunch breaks. Factors that go into the decision-making process include service to students or other clients and equity among other employees in the unit. So long as there is no negative impact on operations and employees have equal opportunity to participate, half-hour lunches are an option.</p>
<p><b>Question/Comment:</b> Last year we were informed who was granted sabbatical leave. Will there be an announcement this year?</p>	<p><b>Response:</b> The Board of Trustees has approved three sabbatical proposals for 2016-17:</p> <ul style="list-style-type: none"> <li>• <b>Laura Martin</b>, assistant professor of counseling, Lancaster Campus, for a doctoral program that supports our wellness counselors</li> <li>• <b>Suzanne O'Hop</b>, professor of English, Virtual Learning, to write a book on the benefits of personalized instruction in the online environment and promoting the faculty training model used by HACC</li> <li>• <b>Mary Richards</b>, assistant professor of English, York Campus, to develop materials to support faculty in designing service learning and community-based projects</li> </ul>
<p><b>Question/Comment:</b> What were the results from the Employee Engagement Team (EET)? Was there a report?</p>	<p><b>Response:</b> The EET made 32 recommendations and is currently working on them. You can read the report <a href="#">here</a> on myHACC</p>

(See QUESTIONS/COMMENTS on next page)



HACC's Gettysburg Campus welcomed the community to the Gettysburg Adams Chamber of Commerce Legislative Luncheon on Friday, March 11, 2016. Nearly 100 people, including school district superintendents, school board members and business leaders, attended to get answers to their questions about the state budget from Pennsylvania legislators, from left, Representatives Will Tallman (R-Adams and Cumberland) and Dan Moul (R-Adams and Franklin) and, at right, Senator Rich Alloway (R-Adams, Cumberland, Franklin and York). With them is Gettysburg Times Editor Alex Hayes, who served as moderator.

**Questions/Comments** (from page 17)

<p><b>Question/Comment:</b> Maybe the members of the committee could make the connection between morale and civility.</p>	<p><b>Response:</b> Inclusivity, closely related to both, is part of the Strategic Plan Goal 4.</p>
<p><b>Question/Comment:</b> There are two cultures functioning here at HACC, corporate and academics, and they seem to be in conflict.</p> <p>There needs to be open dialogue as to how we function at the College.</p>	<p><b>Response:</b> I recommend that a task force be developed upon the suggestion of <b>John Heapes</b>, senior professor of sociology, to investigate this issue further. I am working with <b>David Bailey</b>, chair of the faculty senate, to form such a task force.</p>
<p><b>Question/Comment:</b> Concern of a rumor about a Shared Governance Policy (SGP) that states if you say or write something negative about the College you could be fired.</p>	<p><b>Response:</b> I appreciate the opportunity to respond to this question. I can assure everyone that no such shared governance policy exists. If it did, I would not want to be employed at HACC. And if such a shared governance policy existed, no one would be employed at HACC.</p> <p>When this question was asked during the Harrisburg Campus forum on Thursday, March 3, 2016, someone suggested the policy originated from the Office of College Advancement. I want to assure you that <b>Linnie Carter</b> and her team have never discussed such a policy and would never participate in the development of such a policy. As president, I would never support it, and neither would the members of the President's Cabinet.</p> <p>To include our entire College community in updating our policies, the Shared Governance Committee has shared the list of policies under development many times. By now, all HACC employees have had multiple opportunities to see it. Please take time to review the list on myHACC, and you will find no evidence of such a policy. All Shared Governance Policies (SGPs) and related documents are available on the "Organizations" tab, "SPC/SGC" tab, "SGC Information" channel.</p> <p>Finally, following is a list of colleagues who serve on Shared Governance Policy Task Force 11. These colleagues are responsible for Administrative Procedures (APs) 111, 112, 126, 131, 133, 134, 139, 141, 154, 171, 181, 226, 379 and 715:</p>

(See QUESTIONS/COMMENTS on next page)

**Questions/Comments** (from page 18)

	<ul style="list-style-type: none"> <li>• <b>Lydia Aviles-Casanova</b></li> <li>• <b>Pauline Chow</b></li> <li>• <b>Sheila Ciotti</b></li> <li>• <b>Juanita Mort</b></li> <li>• <b>Janka Ovcharovichova</b></li> <li>• <b>Theresa Richwine</b> (chair)</li> <li>• <b>Annette Weintraub</b></li> </ul> <p>If you would like to know more about these policies, please feel free to ask any of these colleagues.</p> <p>I encourage everyone to be rational, logical, thoughtful and ethical when hearing and addressing rumors. I would ask all of us to commit to doing the following when people discuss rumors or present them as facts:</p> <ul style="list-style-type: none"> <li>• Ask the person for evidence to support the rumor.</li> <li>• Remind the person how hurtful rumors can be.</li> <li>• Encourage the person to meet with the individual at the center of the rumor.</li> <li>• Refrain from believing everything that we hear.</li> </ul> <p>Thank you for the opportunity to correct misinformation and dispel a potentially hurtful rumor.</p>
<p><b>Question/Comment:</b> If we don't operate like a business our institution won't be in existence years from now. What don't people get about that?</p>	<p><b>Response:</b> Yes, colleges and universities need to operate more like a business. It is the hard reality today that higher education has become a very competitive business, including state-assisted institutions such as community colleges.</p>
<p><b>Question/Comment:</b> There has been close to a 6 percent average decrease in target salaries for ALL faculty ranks since 2012.</p> <p>Question 1: Why have target salaries decreased over this four-year period when it seems that they should increase as a reflection of:</p> <p>a. Increased minimum salaries by rank in all ranks</p>	<p><b>Response:</b> Faculty target salaries are based on Integrated Postsecondary Education Data System (IPEDS) data, which fluctuates and has decreased recently. When the IPEDS data is not available in time for the annual evaluation, we forecast the data to estimate targets for the upcoming year.</p> <p>Target salaries have no direct bearing on individual faculty salaries, except when</p>

(See QUESTIONS/COMMENTS on next page)

**Questions/Comments** (from page 19)

<p>b. Increased “high” salary by rank in all except associate professor, and</p> <p>c. Increased low and high actual salaries</p> <p>Question 2: Who are the institutions we consider comparable when it comes to salary benchmarks and where is their data made available for the College community to review?</p> <p>HACC is excellent in many ways. As we know, one way an employer shows an employee his/her worth to the organization is through compensation. When I see that the target salaries have decreased, it really does feel like the College is decreasing its appreciation of me and belittling the hard work I do every day for our students.</p>	<p>compression funds are allocated using the target salary as a criteria for eligibility. Last year, compression funds were given to all faculty members, regardless of target.</p> <p>The criteria used for identifying peer institutions, the list of national peer schools, and the most recent IPEDS data may be found on the myHACC Compensation page.</p>
<p><b>Question/Comment:</b> Someone sitting behind me at the forum said Dr. Ski lost his rights to using a College purchasing card. If that is true, why?</p>	<p><b>Response:</b> Unfortunately, this is a rumor. I have never had a purchasing card since arriving at the College in July 2011.</p>
<p><b>Question/Comment:</b> Someone sitting behind me said at the forum that Dr. Ski terminated Ms. Brough, our chief human resources officer. Why?</p>	<p><b>Response:</b> Aimee Brough, HACC’s chief human resources officer, is still employed by the College. She continues to thrive and is actively engaged with me in helping HACC become an employer of choice.</p>
<p><b>Question/Comment:</b> Why the symposium on civility and why is it held during a time when some faculty cannot attend due to class? Why was it not held during one of the “reading days?”</p>	<p><b>Response:</b> The President’s Leadership Symposium is a professional development initiative to engage faculty and staff in a conversation on civility in higher education. The topic was derived from the recommendations of both the Collegewide Training Needs Assessment and the Employee Engagement Team and is intended to begin a discussion on mitigating any fear and mistrust that may exist among faculty and staff.</p> <p>As this is the College’s first symposium of this nature, we would like your feedback regarding the suitability of dates and other aspects of the event. We will make adjustments in the future accordingly. I want to thank <b>Cavil Anderson</b>, director of professional development, for leading the development of this symposium.</p>

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**Questions/Comments** (from page 20)

**Question/Comment:** What do you plan to do to instill civility, an environment of caring, and improve morale at this institution?

**Response:** Civility encompasses a form of courtesy in behavior and speech that is fundamental to the success of academics and service delivery to our students, the shared governance process and the building of strong relationships within the HACC community.

The College has already taken steps to improve the climate at the College. These include:

- Elevating inclusivity to the strategic level in order to engage the College community in an exchange of ideas and practices that promote respect, collegiality, diversity and empathy
- Establishing the Employee Engagement Team to identify solutions for improving morale
- Coordinating a symposium to begin a conversation on civility in higher education and to foster a culture of trust
- Implementing HACC's employee recognition program, *The Hawk Eye* Increasing the number of professional development opportunities to educate our employees on matters of inclusivity and civility.

The phraseology of this question raises an important issue. Rather than ask, "What do you plan to do . . . ?" we should ask ourselves, "What can I (or we) do to instill civility, an environment of caring, and improve morale at this institution?"

Here are some suggestions:

- Review strategic goal # 4, "Instill Inclusivity," with your team and discuss what it means to you.
- Participate in the President's Leadership Symposium on Friday, April 29, 2016.
- Attend events like the presentation on Islamophobia held on Tuesday, March 29, 2016.
- Participate in upcoming training (dates to be determined) on unconscious bias.

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**Questions/Comments** (from page 21)

	<ul style="list-style-type: none"> <li>• Serve on a joint committee and contribute to policy and program development through shared governance.</li> <li>• Recognize a colleague by sending them an electronic card through <i>The Hawk Eye</i>.</li> <li>• Submit ideas to the <a href="#">Employee Engagement Team</a> or the <a href="#">Organizational Transformation site</a>.</li> </ul> <p>Like the College’s mission of “creating opportunities and transforming lives to shape the future — together,” instilling civility and creating a culture of caring is a charge that we must take on together.</p>
<p><b>Question/Comment:</b> The environment at HACC is unfortunately toxic at times due to the voices of the few undermining any attempts at progress. The College leadership at both the campus and higher levels generally appears to be unconcerned or detached from this situation and the focus on business as usual and fundraising ignores the elephant in the room. We are looking to you for guidance and direction during these trying times. Please find a way to show us all we are valued and needed without continuing to expect more and more out of less and less of us.</p>	<p><b>Response:</b> We DO value the contributions of our employees! And we are concerned about some of the discourse we hear. It also concerns us that the perception of some is that we are “unconcerned or detached.” That is not the truth at all. We have already implemented several strategies to try to help our employees feel valued and to not feel overburdened.</p> <ol style="list-style-type: none"> <li>1. The College has adopted Goal # 4, “Instill Inclusivity,” with its 2015-19 “Journey to Excellence” strategic plan to focus on engaging the College community in an exchange of ideas and practices that promote respect, collegiality, diversity and empathy. Sub-goals include efforts to: <ul style="list-style-type: none"> <li>• Champion diversity</li> <li>• Maintain a collaborative culture</li> <li>• Enhance recruitment and retention to create a more diverse and qualified workforce</li> </ul> </li> </ol> <p>In accordance with the strategic plan, the College continues to increase the number of professional development opportunities in order to make the HACC community aware of issues like inclusivity and civility. These initiatives include the training on unconscious bias held on Friday, Feb. 26, 2016, the upcoming “Let’s Talk About Race” program, a presentation on Islamophobia held on</p>

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**Questions/Comments** (from page 22)

	<p>Tuesday, March 29, 2016, and the President's Leadership Symposium on Civility scheduled for Friday, April 29, 2016.</p> <ol style="list-style-type: none"> <li>2. The President's Cabinet also supported the work of the Employee Engagement Team by including the team's recommendations in the "Journey to Excellence" strategic plan. For more information on the Employee Engagement Team, please go to myHACC &gt; Human Resources Information &gt; Employee Engagement Team Site.</li> <li>3. Recently, Human Resources replaced the under-used Core Awards with a way to easily send electronic kudos, thank you, and other affirmations. <i>The Hawk Eye</i> is a social media-like system to recognize each other. College, campus, and department leaders have been trained in the system and are being encouraged to use it. We encourage you to use it as well so we can create a culture of appreciation.</li> <li>4. In Academic Affairs, both deans and chairs have been charged with helping our hardest-working faculty manage their workloads by not taking on too many classes or service commitments. Department chairs are also identifying departmental priorities so that faculty can focus their energy on the most critical curricular issues while identifying what can wait until another day.</li> <li>5. Campuses and functional units hold local retreats and celebrations to recognize their teams and accomplishments.</li> <li>6. The College's Employee Recognition Ceremony is scheduled for Friday, May 6, 2016. The ceremony recognizes employees celebrating years of service to the College beginning at the 10-year mark, as well as recipients of the Adjunct</li> </ol>
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(See QUESTIONS/COMMENTS on next page)

**Questions/Comments** (from page 23)

	<p>in Excellence Award, the NISOD Excellence Award, and the HACC Foundation Employee Award.</p> <p>These are just a few of the many ways we try to demonstrate our support and appreciation for your efforts. It would be helpful to me if you would submit some of your suggestions to the <a href="#">Employee Engagement Team</a> or to the <a href="#">Organizational Transformation site</a> on ways you will know we are valuing you. I and many members of Cabinet review these recommendations.</p>
<p><b>Question/Comment:</b> Why did the strategic plan take so long to get developed and approved?</p>	<p><b>Response:</b> As you know, the new College strategic plan is a four-year plan for 2015-19. The Strategic Planning Committee began its work in March 2015. The College Board of Trustees approved the plan in November 2015. Many strategic plans take well over a year to develop and to be approved. HACC's Strategic Planning Committee members completed their work in a very timely manner.</p>
<p><b>Question/Comment:</b> Why is it that we only have one honor society and not more? I do not think this is a fair option for students.</p>	<p><b>Response:</b> The College also has honor societies for business and mathematics. Further information regarding honor societies can be found on pages 22-23 in the 2016 College catalog. Note that Phi Theta Kappa is the largest honor society in the world for community college students. Membership benefits include access to specialized scholarships at our four-year partner institutions, the opportunity to build leadership skills, and the development of an expanded personal and professional network. Students who are interested in more specialized, major-related honor societies should consult with a faculty member in the department that houses the major. If there is sufficient student interest, students can apply for official recognition from the College. Students can also complete the process for establishing a club if no honor society exists for a particular area. Further information about this process can be provided by any campus student development director.</p>

(See QUESTIONS/COMMENTS on next page)



**Questions/Comments** (from page 24)

<p><b>Question/Comment:</b> Why do we aspire to be average (in comparisons with other like-sized institutions on salary and compensation) when we state that we want to be the leader and the first choice for employees and students?</p>	<p><b>Response:</b> The compensation program is designed to provide a competitive and fiscally sustainable total compensation package to attract and retain well-qualified employees and meet the varying needs of our diverse population. The goal of the program is to provide a combination of direct and indirect compensation that will allow employees to earn a competitive base salary and to enjoy the security of generous health and welfare benefits and work-life balance in accordance with College strategic goals.</p>
<p><b>Question/Comment:</b> Why are Collegewide discussions started at the end of the spring semester when faculty are overloaded (civility, shared governance, etc.)?</p>	<p><b>Response:</b> There is no intent to create a conflict between Collegewide activities designed to improve the climate of the College and the obligations of our faculty members. The President's Leadership Symposium on Civility is a one-day, non-mandatory event which includes an invitation to the entire College community. The symposium was announced on Thursday, Feb. 11, 2016, giving employees ample opportunity to schedule their time accordingly if they wanted to attend. There is a discussion on shared governance scheduled for Friday, April 22, 2016; however, only the constituency presidents and vice presidents were invited to attend. <b>The Strategic Planning Committee is currently providing training for all goal, sub-goal and objectives leaders on a software package named AchieveIt that will be used to track our progress in achieving our goals. We expect this work will be finished shortly.</b></p> <p>While we recognize the priorities of faculty as the academic year draws to a close, the timing of these particular activities provides the opportunity for those employees who participate to return in the fall with a fresh perspective about civility, shared governance or other learning experience. We should also point out that there are several ways for you to be involved during the academic year, e.g. joint committees, ad hoc work groups, etc., if your time at the end of the spring term is limited.</p>

(See QUESTIONS/COMMENTS on next page)

**Questions/Comments** (from page 25)

<p><b>Question/Comment:</b> Why does Human Resources use a median salary comparison instead of an average salary comparison when looking at different job titles and faculty rank pay?</p>	<p><b>Response:</b> Average salary data is used when median data is not available for staff. Faculty target salaries are based on average IPEDS data.</p>
<p><b>Question/Comment:</b> Why do we continue to use a tiered payment scale for health care benefits which is inherently unfair to various levels of employees instead of a specific set percent of payment based on salary (i.e., two percent of salary goes to health care instead of tiered system that can have as much as 18 percent plus of the health care costs being paid by the employee)?</p>	<p><b>Response:</b> The College's current approach mitigates the impact on employees making relatively lower salaries. The cost-sharing arrangement is examined by the College Compensation Advisory Committee every fall. Results from the spring 2015 benefits survey are below, and will be considered for the 2017 plan year:</p> <ul style="list-style-type: none"> <li>• 39 percent – Cost-share should be based on a straight percent of salary</li> <li>• 23 percent – Everyone should pay a flat amount for plan and coverage, regardless of salary</li> <li>• 24 percent – Do not change the cost sharing arrangement</li> </ul>
<p><b>Question/Comment:</b> How many new administrator positions have been created since July 2011?</p>	<p><b>Response:</b> In July 2011, the College had 81 full-time administrators, and the number of administrators has <u>declined</u> since that time. As of January 2016, there were 61 employees serving as administrators.</p> <p>Since July 2011, 35 administrator-level vacancies were filled. Some of the positions may have been existing positions that were repurposed, but they are not considered "newly created."</p>
<p><b>Question/Comment:</b> Questions I have after attending the Harrisburg Forum in the Lehrman Theater:</p> <p>Why are there always a couple of faculty on the Harrisburg Campus that gripe about the same things? Aren't their issues to be addressed in their senate meetings or with a therapist? Why do they use an open session to bring up issues that don't pertain to most of us? (I have worked on three campuses and Harrisburg is the only one that seems to get negative during forum settings - especially because of a few old timers.)</p>	<p><b>Response:</b> We cannot answer on behalf of these individuals, but know that the President's Cabinet is committed to improving the climate of the College. With this in mind, we recognize instilling inclusivity as a strategic goal for the College in our "Journey to Excellence" 2015-19 strategic plan.</p> <p>Goal # 4, "Instill Inclusivity," focuses on engaging the College community in an exchange of ideas and practices that promote respect, collegiality, diversity and empathy. Sub-goals include efforts to:</p>

(See QUESTIONS/COMMENTS on next page)

**Questions/Comments** (from page 26)

	<ul style="list-style-type: none"> <li>• Champion diversity</li> <li>• Maintain a collaborative culture</li> <li>• Enhance recruitment and retention to create a more diverse and qualified workforce</li> </ul> <p>We hope that employees will choose to work toward achieving these and the other goals within the strategic plan. Together, we can all contribute to creating a positive culture for our students and our colleagues.</p>
<p><b>Question/Comment:</b> Why does HACC perpetuate a policy of devaluing faculty that teach labs by only compensating them at a 2/3 hourly rate for their time? Do you see how this must negatively impact morale and the quality of lab curricula itself?</p>	<p><b>Response:</b> The College values the work that faculty do in the classroom and in the lab. The current practice of 2/3 lab pay was established based on practices at most other colleges (two-year and four-year) with the idea that preparation and delivery for lecture and lab are different. The SGP Taskforce 17, led by <b>Kelly Matthews</b>, professor of chemistry, and <b>Mike Corradino</b>, Lancaster dean of Academic Affairs, was charged with looking at lab pay, and has been re-examining that premise. Currently, the draft SGP on lab pay notes, “The College is committed to a fair, consistent, and transparent process for determining faculty workload and pay calculations. The College supports the general principle that different modalities of instruction are all valuable aspects of a student’s educational experience.” As the policy and handbook work their way through shared governance, faculty are invited to provide input.</p>
<p><b>Question/Comment:</b> For cost savings, have you considered giving employees that work in the summer the option of a 7.5-hour day (with a 30 minute lunch) instead of a 9-hour day and for those that select this, they would opt to have a reduction in pay by two weeks in the summer (working 30 hours a week instead of 36 hours for 12 weeks is 72 hours - 6 x 12). I think some people would do this and it would be a real cost savings and would also meet some of the goals of the employee morale committee (flexibility scheduling). For coverage, you could give those who opt into this the option to work M-Thurs 7:30 a.m.- 3:30 p.m., 8-4 p.m. or 9-5 p.m. Just a thought.</p>	<p><b>Response:</b> Thank you for your concern for the sustainability of the College, as well as for the morale of your colleagues.</p> <p>The President’s Cabinet is currently reviewing options to balance fiscal constraints with the needs of our students and our employees. Your idea will be shared with Cabinet for further consideration.</p> <p>Again, thank you for your suggestion!!</p>

(See QUESTIONS/COMMENTS on next page)

## Questions/Comments (from page 27)

<p><b>Question/Comment:</b> I did not feel comfortable celebrating many things during the forum but I want to thank Dr. Ski for all he has accomplished since arriving such as hiring competent employees, getting us focused again on students and getting us to remodel Cooper. I have been here so long that I can remember the building remodel being discussed 20 years ago. I want to thank <b>Rich Cardamone</b>, who has been reasonable to work with during the moves from Cooper to PSECU. I really like working at the College again, can you tell?</p>	<p><b>Response:</b> Thank you for your warm sentiments. Rich and I appreciate them. We are glad you enjoy working at the College.</p>
<p><b>Question/Comment:</b> Can Dr. Ski walk around the Harrisburg Campus one day a week? (I know he does as often as he can, more than any other president I worked with.) He is such a positive guy and he would be able to answer rumors that would help get rid of the pockets of toxicity that exists in some of our offices on Harrisburg Campus.</p>	<p><b>Response:</b> I will try and walk around the campus more; however, I have to tend to five campuses and my other duties as well. If there was a way to expand the number of hours in a work day, I would be more than pleased to do so immediately.</p> <p>Reminder: If there is a special event or class project you would like me to participate in, please contact <b>Kris Isackson</b>, temporary executive assistant to the president, and she will try and get it on my calendar. If you could give us a three-week notice, that would be ideal. My calendar fills up quickly with requests that support the College's strategic plan and our fund-raising efforts.</p>

## Books I am currently reading or have read:

- The Remains of the Day, Kazuo Ishiguro
- The Five Dysfunctions of a Team, Patrick Lencioni
- The Advantage: Why Organizational Health Trumps Everything Else in Business, Patrick Lencioni
- Strangers Drowning: Grappling with Impossible Idealism, Drastic Choices and the Overpowering Urge to Help, Larissa MacFarquhar
- The President's Book of Secrets: The Untold Story of Intelligence Briefings to America's Presidents from Kennedy to Obama, David Press
- Writing My Wrongs: Life, Death, and Redemption in an American Prison, Shaka Senghor

## Quote

*"If the rate of change on the outside exceeds the rate of change on the inside, the end is near."*

~Jack Welch



One thing I enjoy most about working at HACC is getting to surprise colleagues with good news. Cynthia Doherty, Ph.D., provost and vice president of Academic Affairs, at left, joins me to recognize Dental Hygiene Program faculty members, from left, Karen Ponti and Megan Brightbill, on Monday, March 7, 2016, for Dental Hygiene Week.

## **Do You Have News For The Next Ski Gram?**

If you would like me to share your news in an upcoming issue of the Ski Gram, you may submit it anytime directly from the following link on hacc.edu:

<http://www.hacc.edu/AboutHACC/Administration/Ski-Gram-Request-Form.cfm>

## **For More Information**

If you have any questions about any of the information contained within this Ski Gram please contact me.  
Thank you!