

December 15, 2015



Pantun, kolega!  
(Sudanese for Greetings,  
colleagues!)

There is much to celebrate in my 52<sup>nd</sup> Ski Gram, including this news, and more:

[GIS Day Events Keep HACC at Geospatial Forefront](#)

[Interim Vice President of Finance Named](#)

[Embarking on a Journey to Excellence](#)

[The Hawk Eye Goes Live!](#)

[Questions and Answers about the Employee Engagement Team](#)

[HACC Creates Opportunities for Men of Color](#)

[Community College Completion Challenge](#)

[HACC's 2014-15 Marketing Assessment Report](#)

[Campus Dedicates New Mechatronics Lab](#)

[Enhanced Process for Faculty and Staff Awards](#)

## **THANK YOU, SPONSORS of the 2015 Frank J. Dixon Tournament for Scholarships at HACC!**

Thanks to our generous sponsors, the HACC Foundation was able to raise approximately \$100,000 for student scholarships at the 19th annual **Frank J. Dixon Tournament for Scholarships at HACC**. This year's event was held Monday, Sept. 28, 2015, at the Hershey Country Club's East Course. A total of 82 sponsors and 25 golf teams participated in the event. Not only did the teams get to enjoy a great day of golf, but they were also encouraged to bid on items at our annual silent auction and participate in the post-tournament reception and program.

Special thanks to the sponsors whose support was instrumental in making this year's tournament a success, especially our President's Club sponsor, [TE Connectivity Foundation](#), and our major sponsors, [Capital BlueCross](#), [Eastern PCM, LLC](#), [Enders Insurance Associates](#), Francis J. Dixon Foundation, [Gannett Fleming, Inc.](#), [PinnacleHealth](#), [PSECU](#), [The Law Firm of Barley Snyder](#) and [Wilsbach Distributors, Inc.](#)

To view our [online program book](#), [2015 sponsor thank-you webpage](#), [photos from the event](#) and [videos of HACC supporters](#) explaining why this event is a worthy cause that forever changes the lives of our students, please visit the website links listed below:

- **Online program book:** [bit.ly/HACCgolf](http://bit.ly/HACCgolf)

(See **TOURNAMENT FOR SCHOLARSHIPS** on next page)



Joining me on the HACC Foundation Team are, from my left, Richard "Rick" Scott, HACC Foundation Board member; Frank J. Dixon, HACC Foundation Board member emeritus; Robert J. Phillips HACC trustee; Edward Lynch, Jr.; and Linnie Carter, vice president of College advancement at HACC and executive director of the HACC Foundation.

## Tournament for Scholarships (from page 1)

- **Sponsor thank-you webpage:** [bit.ly/GOLF19thanks](http://bit.ly/GOLF19thanks)
- **Photos** from the 2015 golf tournament are on HACC's Flickr page: [bit.ly/GOLF19pics](http://bit.ly/GOLF19pics)
- **Videos** of HACC supporters explaining why this event is a worthy cause that forever changes the lives of our students are on HACC's YouTube channel: [bit.ly/GOLF19video](http://bit.ly/GOLF19video)



**SAVE THE DATE** for the tournament's 20th anniversary! For more information, please visit [www.hacc.edu/golf20](http://www.hacc.edu/golf20).

- **Sponsorships** for the tournament's 20th anniversary are available NOW and can be found on this webpage: [www.hacc.edu/golf20](http://www.hacc.edu/golf20)
- If you have any questions, please contact [sponsorships@hacc.edu](mailto:sponsorships@hacc.edu)

**Now is the time to register for the spring term! Pennsylvania Secretary of Education Pedro Rivera and Oralia Garcia Dominic, HACC Foundation Board member, join me to promote our message.**

## Kathy Brickner Named Interim Vice President of Finance

I am pleased to inform you that **Kathy Brickner**, business director for the Gettysburg and York campuses, has agreed to serve as the interim vice president of finance, effective Monday, Jan. 4, 2016.

Since she joined HACC in 2000, Kathy has contributed to the College through various roles, including business manager for the Lancaster Campus and later as the campus director for enrollment services at Lancaster. In addition to teaching as an adjunct instructor, Kathy has participated in shared governance task forces, the institutional assessment committee and the Middle States periodic review report committee. With a bachelor of arts in communications/journalism and public relations and a master of arts in organizational management, Kathy comes well prepared to guide the Office of Finance while recruitment activities for the vice president position continue.

While Kathy serves as interim vice president, **Lori McKee**, fiscal support specialist at the Gettysburg Campus, will be the point of contact for financial matters associated with the Gettysburg and York campuses, such as budget administration and preparation, accounts payable, purchasing, and contracts. To assist, **Cinnamon Hosterman**, administrative office specialist at Gettysburg, will handle purchase order entry and accounts payable detail entry. **Ron Cline**, Gettysburg Campus director of facilities management, will be the direct point of contact for facilities issues at the Gettysburg and York campuses.

We appreciate Kathy's willingness to serve as the interim vice president of finance and recognize the work of her team in keeping operations moving during this period of transition.

## Geographic Information Systems (GIS) Day Events Keep HACC at Geospatial Forefront

More than 200 people participated in HACC's Geographic Information Systems (GIS) Day at Midtown 2 on Wednesday Nov. 18, 2015. The event featured two nationally known keynote speakers who discussed trends and the future of geospatial technology.

Conference-goers could choose from approximately 25 different concurrent sessions for the opportunity to learn more about geospatial science. (See GIS DAY on next page)

**Harrisburg Campus Vice President Irvin Clark (second from right) and Professor Nicole Ernst welcome keynote speakers Vince DiNoto, director, National Geospatial Technology Center for Excellence (GeotechCenter), left, and Michael Hauck, executive director of the American Society for Photogrammetry and Remote Sensing (ASPRS), right.**



**GIS DAY** (from page 2)

Some 30 exhibitors from various GIS sectors including consulting firms, state, local and federal agencies, nonprofits and academic institutions provided additional information in the exhibit hall.

In a “Lightning Talk” session, exhibitors discussed projects that they have been working on during the last year. The Pennsylvania State Police Mobile Command Unit gave demonstrations to show students how GIS is used in disaster and emergency response.

**Why is GIS significant? Keynote speaker Michael Hauck gives GIS Day attendees the big picture.**

**Message to HACC Community Regarding Recent Events on Other Campuses Around the Country**

Greetings, colleagues!

Following weeks of unsettling and disturbing events on college campuses around the country, I want to take this opportunity to reaffirm our commitment to a welcoming and inclusive college.

HACC is a diverse community, and we have worked hard over the years to sustain and grow this diversity and be welcoming to all members of our community. We value all diversity, including culture, race, ethnicity, identity, sexual orientation, religion, socioeconomic background and political perspective. To be welcoming, we must practice our inclusivity to create a safe and supportive learning environment for all.

It is important for members of the HACC community to speak out against discrimination, bigotry, hatred and negative stereotypes when we hear them. It is also important for us to report instances of discrimination, bigotry and hatred to **Oren Yagil**, chief of staff, at [oyagil@hacc.edu](mailto:oyagil@hacc.edu); 717-736-4102 (internal, 214102). HACC will not tolerate acts of hatred or bigotry. There is NO exception to this.

All HACC students and employees should feel safe and welcome on all of HACC’s five campuses. Those who mistreat others because they may be different from them have no place at HACC. All of us are expected to be professional and civil. While we may not always agree with one another or understand each other, we need to be respectful and agree to disagree.

Furthermore, inclusivity is one of our four strategic goals in our Journey to Excellence, and an important one to achieve as we serve as a model to our community and lead by example. Inclusivity basically comes down to the golden rule: “Do unto others as you would have them do unto you.”

Thank you.

**Harrisburg Campus Fundraising Committee**

At the Harrisburg convocation in August, it was announced that **Destini Hodges**, administrative office technician, and **Trum Simmons**, emeritus professor of English, would serve as co-chairs for the Harrisburg Campus Fundraising Committee.

On Tuesday, Nov. 3, 2015, Destini was elected to the council for the City of Harrisburg. In this role Destini will be responsible for serving as an advocate and representative for the citizens and business community that support the City of Harrisburg. Consequently, Destini has stepped down as co-chair of the Harrisburg Campus Fundraising Committee but will continue to serve as a member of the committee. I am pleased to (See **HARRISBURG FUNDRAISING** on next page)



## **Harrisburg Fundraising** (from page 3)

announce that in her place, **Joseph Capita**, retired president and chief executive officer of the United Way of the Capital Region, a HACC alumnus, and a member of the Harrisburg Campus Fundraising Committee, has agreed to serve as co-chair with Trum Simmons.

During Joe's 18-year tenure with United Way, his team expanded the region's annual campaign from approximately \$5.8 million to \$11.8 million. In addition, the organization grew from the sixth largest United Way in Pennsylvania to the third largest.

A native of Central Pennsylvania, Joe received an associate degree from HACC, a bachelor's degree in history from West Chester University and a master's degree in American studies from Penn State Harrisburg. He received that University's Alumni Achievement Award in 1996.

## **Celebrating 15 Years**

At the Birthday Bash to celebrate PSECU's and HACC's 15-year partnership on Wednesday, Sept. 23, 2015, the birthday gifts were for our students. Students enjoyed food, music, the prize machine, a photo booth, a dunk tank and more! In addition, three lucky students were selected to receive a \$500 tuition giveaway!



Congratulations, **Michael Grove**, **Yousef Hassan** and **Julia May** on winning the tuition giveaways (made possible thanks to PSECU's generous

contribution to the HACC Foundation).



**PSECU President Greg Smith greets Margie Mattis, York Campus interim vice president, during our 15<sup>th</sup> birthday celebration. HACC's York Campus will open a new PSECU service center in January 2016.**

Students may use their \$500 tuition giveaway winnings for tuition and fees at HACC during the spring 2016 and summer 2016 terms and/or for tuition and fees for noncredit courses at HACC from Wednesday, July 1, 2015, through Thursday, June 30, 2016. Thank you for celebrating 15 years with us!

## **And Even More Reason to Celebrate!**

HACC is pleased to announce that one of PSECU's newest on-campus locations is coming to our York Campus. The new facility will open in January 2016 when students return from winter break. Please join us to celebrate!

**When:** Thursday, Jan. 28, 2016, from 10:30 a.m.-1:30 p.m.\*

**Where:** New Student Commons at HACC's York Campus  
Governor George M. Leader Building  
2010 Pennsylvania Ave.  
York, PA 17404

**What:** Join us for fun, food, prizes and more!

**Why:** PSECU is all about saving their members money and time by offering free or low-cost financial products and services, and they are excited to share these options with HACC's York Campus!

\*Please note: If the College is closed on Thursday, Jan. 28, 2016, due to inclement weather, this event will be rescheduled for Wednesday, Feb. 3, 2016, from 10:30 a.m.-1:30 p.m.

## Shared Governance Policies Update

As you know, the process to convert our Administrative Procedures to Shared Governance Policies is reaching a milestone. On Friday, Jan. 15, 2016, the Shared Governance Policies and Handbooks that have been approved by the Shared Governance Committee and President's Cabinet will become active. Communication about the new policies will be forthcoming in emails, on our website, and on myHACC. Stay tuned!

## HACC's Global Education Leaders Promote Welcoming Communities



HACC Global Education Leaders attending the Welcoming Communities Conference were, from left, Precious Anyadike, Nigeria; Jill Matolyak, international admissions coordinator; Emmitt Smith, intern, global education; Abdoulahi Oumarou Taffa, Niger; Prity Das, Bangladesh; Verley Valerius, Haiti; and Jennifer Daley, international student coordinator. Student leaders not pictured: Angela Brinemugha, Nigeria and Jimsee Tsogt, Mongolia.

Please join me in congratulating HACC leaders from Global Education who volunteered to take part in the Welcoming Communities Conference on Monday, Oct. 26, 2015. The conference was a part of a nationwide movement started by the [White House Task Force on New Americans](#) to inspire local communities to commit to making their hometowns a place to welcome all residents, including immigrants and refugees. Keynote speakers included Pennsylvania Secretary of State Pedro Cortès and Lieutenant Governor Mike Stack.

The Global Education Leaders program is a semester-long program designed to develop students' leadership potential and global competency as they perform mentoring and community service activities at HACC and in the surrounding community. For

## Embarking on a Journey to Excellence

I am delighted to share with you the results of the voting to name our new College Strategic Plan. A total of 244 students, faculty members, and employees in our Classified Employee Organization (CEO) and Administrative and Professional Organization (APO) voted to choose a name. The vice president of the Student Government Association (SGA) drew a winner in our prize drawing from among the entrants who voted for the winning name for the plan. **Victoria Martin** was the prize-winner for naming the strategic plan Journey to Excellence.

Victoria is a student at the Harrisburg Campus. She is studying for her associate degree in engineering, working hard at maintaining her 4.0 grade point average (GPA), and has recently been awarded a scholarship to aid with her tuition. Congratulations to Victoria! And thank you to all for participating in the process.

We are now moving forward with implementing the plan, and we will share with you the semi-annual reports on the progress of our journey to excellence.

more information, please contact **Jennifer Daley**, international student coordinator, at [jldaley@hacc.edu](mailto:jldaley@hacc.edu).

## Student Affairs 101: Your Introduction to Enrollment Management and Much More

**Rob Steinmetz**, vice president of Student Affairs, presented Student Affairs 101 sessions at HACC's campuses in November. His overview of the Student Affairs and Enrollment Management (SAEM) structure, enrollment data and initiatives, and highlights from the SAEM strategic plan is available on myHACC under Document Search, "Student Affairs 101." Or follow this link:

[https://apps.hacc.edu/hacc\\_forms/E56hy9/openform.cfm?FID=3052](https://apps.hacc.edu/hacc_forms/E56hy9/openform.cfm?FID=3052)

## **The Hawk Eye Goes Live!**

It is my pleasure to announce that The Hawk Eye, HACC's new online recognition portal, is now live! This program replaces the Core Awards program and is designed to recognize faculty and staff for exceeding expectations in service to the College and support of HACC's core values of integrity, collegiality, excellence and trust.

The Hawk Eye allows faculty and staff send to:

- Send messages of thanks and congratulations to anyone Collegewide, via the Send eCard option
- See real-time recognition being given and received on the Hemingway High 5 wall
- Nominate colleagues for awards given by the College
- Submit a request to promote recognition events occurring at the College
- View current recognition news and events involving HACC faculty and staff
- Learn about recognition tips and best practices

For easy log-in to The Hawk Eye portal, please select The Hawk Eye link in the Human Resources Information channel of your myHACC page. A guide will also be available on myHACC that includes directions on how to use The Hawk Eye software.

Please submit questions and suggestions for enhancement of The Hawk Eye to **Courtney Young**, coordinator, performance management and employee recognition, by email at [clyoung@hacc.edu](mailto:clyoung@hacc.edu) or by phone at 717-736-4135.

## **Faculty and Staff Development Institute Collegewide Training Needs Assessment**

**Cavil Anderson**, director of the Faculty and Staff Development Institute, recently completed a training needs assessment. The primary objectives of the needs assessment were to:

- Assess the scope and quality of training programs currently being offered
- Establish baseline information regarding the training needs of various constituency groups
- Measure training needs of employees in terms of topics, duration, venue, key elements that attract employees
- Assess readiness of employees to participate in professional development

To accomplish the objectives of the needs assessment three different instruments were utilized in the collection of data:

1. One-on-one interviews with all members of the President's Cabinet
2. Telephone and one-on-one interviews with 10 classified employees and 10 administrative/professional employees
3. A Collegewide online assessment emailed to all faculty and staff of which 531 employees completed the survey.

The interviews and online survey led to several recommendations and the following conclusion:

1. Establish a Faculty and Staff Development Institute Advisory Board (FSDIAB) representative of all the campuses and organizations and create a professional development policy that will guide all its activities.

(See FACULTY AND STAFF DEVELOPMENT on next page)

**Faculty and Staff Development** (from page 6)

2. Review and research solutions to address and improve staff morale to increase employee engagement.
3. Improve and train supervisors on the effective use of Halogen, the performance management system.
4. In consultation with faculty, create the platforms to improve teaching and learning practices in the classroom and virtual learning.
5. Develop a competency-based leadership development program with a certificate of completion in conjunction with an annual leadership symposium focusing on current issues in higher education.
6. Design and develop a supervisor’s soft skills program to complement the “HR for HACC supervisors” training
7. Focus on information technology and behavioral training for all employees
8. Search for creative ways to improve collaboration
9. Find ways to advertise and market training opportunities

HACC must provide employees with time and resources to develop the knowledge and skills of the workforce and to advance instructional and technological needs and requirements. Offerings must be accessible to all employees, attentive to learning-centered principles, and tied closely to the College’s strategic direction. All of these tenets require qualified and motivated HACC employees who will participate in professional development and deploy their expertise. Excellence in teaching and learning through professional development, along with support for faculty and staff, availability of resources, and the development of rigorous evaluation methods across the institution, will be the best means to advance the College.

For more information about the training needs assessment, please contact Cavil at [csanders@hacc.edu](mailto:csanders@hacc.edu) or 717-746-4137. A full report is available at [2015 Collegewide Training Needs Assessment](#) or go to myHACC > Human Resources Information > Professional Development > 2015 Collegewide Training Needs Assessment.

**Four Questions and Answers About the Employee Engagement Team**

**1. Why did the Employee Engagement Task Force (EETF) change its name to the Employee Engagement Team (EET)?**

Anecdotal feedback indicated that there was confusion within the College community about the term, “task force.” To indicate that the group’s work was ad hoc and not part of the shared governance policy development initiative, the group changed its name to the Employee Engagement Team.

**2. What recommendations did the EET make to Cabinet and what was approved?**

The EET presented the following recommendations to Cabinet. All were approved.

Theme	Recommendations
<b>1. Developing leaders</b>	
	1. Develop and implement a mandatory soft skills course for supervisors and managers

(See Employee Engagement Team on next page)

**Employee Engagement Team** (from page 7)

2. Continue “HR for HACC Supervisors”
3. Develop a module on developing and using job descriptions for “HR for HACC Supervisors”
4. Implement a 360-degree performance appraisal for all supervisors
5. Employ a doctoral student to conduct a qualitative assessment of the College’s employee engagement
6. Develop a means to incentivize training. Require a minimum amount of professional development as part of annual evaluation.

**2. Developing employees**

1. Develop and institutionalize the use of individual development plans
2. Improve the onboarding process and integrate individual development plans with the onboarding process
3. Develop and conduct technical training, e.g., purchasing; subject matter experts should lead/facilitate the training
4. Develop a means to incentivize training. Require a minimum amount of professional development as part of annual evaluation.

**3. Breaking Down Barriers**

1. Equip leaders to deal with change through training and mentoring
2. Provide effective communications training /facilitation and model effective communication
3. Follow new reorganization request guidelines and involve staff in decision-making, when possible. Improve Collegewide communications regarding reorganizations.
4. Engage faculty and staff in activities and discussions related to the College’s mission, vision, and core values
5. Establish a social events committee
6. Improve communications regarding decisions: a.) Identify who makes decisions and how they are made, b.) Equip leaders to say that deliberations are confidential (if they are), c.) Share data and d.) Listen
7. Get the campus out of the College. Take a Collegewide approach to events, budgets, etc.
8. Eliminate terms that cause division, e.g., “Central Administration”
9. Increase interaction across employee groups by encouraging employees to participate in College-sponsored events, creating physical spaces for interaction, etc.

**4. Valuing Employees**

1. Implement the new Collegewide recognition program
2. Train leaders on employee recognition best practices
3. Engage employees to educate them about career opportunities at HACC
4. Improve recruitment process by decreasing time to fill
5. Institute a consistent performance management program

**5. Providing Work-Life Balance**

1. Market HACC benefits and opportunities internally
2. Encourage employees to understand their supervisor’s expectations for email use. Require supervisors to state their expectations for email use.

(See Employee Engagement Team on next page)



**Employee Engagement Team** (from page 8)

<b>5. Providing Work-Life Balance (Continued)</b>	
	3. Schedule Collegewide dress down days, e.g., Spirit Days
	4. Encourage supervisors to cross-train employees so employees have backup when needed (i.e., vacation, out of office, etc.).
	5. Develop an option for a four-day workweek
	6. Allow employees flexibility in their schedules to manage their time
<b>6. Other</b>	
	1. Document business processes
	2. Improve employee transition processes, i.e., onboarding/offboarding, especially the part-time faculty onboarding process

**3. What is the role of the EET now?**

Moving forward the EETF will:

- Ensure that the 33 recommendations put forward and approved by Cabinet are being implemented and help break down barriers that may prevent implementation
- Meet once each semester and once each year with Cabinet to get an update and provide feedback on the status of each recommendation
- Liaison with the constituency groups on the team's activities

**4. Where can I submit ideas to improve the climate at HACC?**

A **HACC Employee Engagement Feedback form**, which can be submitted anonymously, is available at <http://goo.gl/forms/jzDdFYfe5T>. Your ideas are welcome!

Also, look soon for the EET's page in myHACC. More to come!

**HACC Creates Opportunities for Men of Color**

The Men of Color workgroup has completed its research, and its recommendations have been approved by the vice presidents of Academic and Student Affairs. The complete document can be found in myHACC, either by searching the documents channel for "men of color" or by visiting the Student and Academic Success Resources page (HACC Applications > Student Affairs Resources > Student and Academic Success Resources).

A summary of upcoming initiatives includes the following:

- Ten individuals will attend a "teaching men of color in the community college" online course and share their knowledge on each campus via CITE partnerships and other campus-based opportunities.
- Opportunities for students to come together to discuss topical issues such as networking, dressing for success, resume development, etc., will be deployed on each campus.
- A network of support for male students of color will be developed in conjunction with both HACC and external resources.  
(See MEN OF COLOR on next page)

## MEN OF COLOR (from page 9)

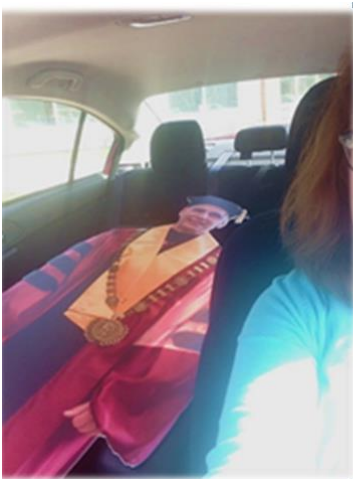
- We will build a supportive coaching model through counseling and advising.

Please join me in thanking those who participated in the study and in expressing our gratitude for the strategic planning funding that supported this work. Work group members are **Alexis Aaronson, Rabyia Ahmed, Hayden Allison, Cavil Anderson, Mary Arnold, Tim Barshinger, Mary Brown, Wendy Brubaker, Monica Dixon, Tannisha Fuentes, Cynthia Garcia, Ming Gao, Valerie Gray, Maurice Jones, Mary Jo Keiter, Camelia Maianu, Crystal Myers, Christine Nowik, Mary Prescott, Ruth Purgason, Mary Richards, Jazmin Simpson, LaShana Stokes, Mary Vukoder, Janice Waltz, Michael Williams, Errol Wizda and Karen Woodring.**

To date, activities include joining the Minority Male Community College Collaborative (M2C3) at San Diego State University, which partners with community colleges across the United States to enhance access, achievement, and success among minority male community college students; attendance at the M2C3 conference in July; and, to kick off our ongoing dialogue, holding a well-attended discussion on teaching men of color in the community college as part of the faculty symposium on Tuesday, Oct. 13, 2015.

On each campus, Tutoring and Testing offices are making a push to normalize help-seeking behaviors by aligning academic coaching with other contemporary coaching dynamics for athletes, musicians and professionals. Look for those advertisements on your campus! I am grateful to all members of the MOC team for moving this important conversation forward.

## Celebrating Community College Completion Challenge Week



At left, on the road to HACC's campuses. At right, with state Representative Kevin Schreiber (D-York); Dr. Lynn Tincher-Ladner, interim executive director of Phi Theta Kappa National Honor Society; and Representative Jim Marshall (R-Beaver/Butler), co-chair of the House Community College Caucus, at the press conference for the Pennsylvania Community College Completion Challenge.

Among the highlights of October's Pennsylvania Community College Completion Challenge week was a signature campaign at each HACC campus to raise students' awareness of the importance of completing their degrees and certificate programs. Students' signatures represented their commitment to completion, and staff and faculty members signed to show their commitment to helping students achieve those goals in preparation for transferring to four-year institutions or entering the work force.

When I could not be with our students and employees in person for our signature drive, my 2D image was a popular stand-in at each campus. I also represented the College at a press conference on Monday, Oct. 19, 2015, at the Capitol Rotunda, with speakers including college

presidents, other officials of higher education organizations and supportive legislators who spoke of the value of a college education and how community colleges make higher education accessible.

## Healthy Minds. Healthy Hearts. Healthfully Yours

In August, 2015 HACC implemented our Tobacco-Free Campus Policy. Since the policy's implementation, we recognize that accepting the change and correcting a habit can take time. I know that many students and employees have interacted with people on campus to remind them of the new policy, and I applaud their efforts at keeping our campuses tobacco-free.

As we progress through the next few months, the College will be increasing its activities to enforce the Tobacco-Free Campuses Policy. You can engage in this effort by:

1. Sharing HACC's tobacco-free policy with the individual: "Hello, my name is \_\_\_\_\_, and I am an (employee, student) here at HACC. I want to make you aware that we are now a tobacco-free campus, meaning that tobacco products are prohibited on our grounds. This new policy went into effect on Aug. 10. Thank you for your cooperation."
2. Informing our Department of Public Safety and Security officers of individuals who violate HACC's tobacco-free policy
3. Making a report to the Office of Human Resources at 717-736-4125 or [askHR@hacc.edu](mailto:askHR@hacc.edu)

Our focus is on maintaining an optimal atmosphere for learning and creating a healthy environment. Thank you for understanding as the College evolves to become Healthfully YOURS.

For more information, please go to:

- myHACC > Human Resources Information > Healthy Minds. Healthy Hearts. Healthfully Yours. Tobacco-free Campuses Initiative
- <http://www.hacc.edu/AboutHACC/Tobacco-free-Initiative.cfm>

or contact **Thomas Houtz**, CSP, director of employee health and safety, at [tmhoutz@hacc.edu](mailto:tmhoutz@hacc.edu).

## HACC's Mechatronics Program is a Global Leader

After working with electronic components manufacturer Phoenix Contact for several years on science, technology, engineering and mathematics (STEM) initiatives and the first recognized mechatronics apprenticeship program in Pennsylvania, HACC has entered into a global educational partnership as a member of Phoenix Contact's worldwide EduNet program. Phoenix Contact, based in Lower Swatara Township, recently donated programmable automation controllers – industrial computers that control automated processes – that we will use in the Mechatronics Program.

HACC is the first educational institution in the United States to become part of the EduNet program, which puts current technology in the hands of educators and supports a global community of users. Phoenix Contact's mechatronics apprenticeship program, the first to be offered in Pennsylvania, is recognized by both the Commonwealth of Pennsylvania's Apprenticeship and Training Council and the U.S. Department of Labor Office of Apprenticeship.  
(See MECHATRONICS on next page)



I was delighted to be present when Pauline Chow, senior professor of mathematics, was among the educators honored with the annual Faculty Member Award at the Association of Community College Trustees (ACCT) National Leadership Congress in San Diego, California, in October. With us are, from left, HACC Trustee Hector R. Ortiz and David Sam, president of Elgin Community College in Elgin, Illinois.

**Mechatronics** (from page 11)

As part of HACC's participation in EduNet, **Tom Lepp**, mechatronics Instructor and industrial technology lead for the Engineering and Technology Department, will attend one of two international conferences each year to work with college and university educators and automation engineers from the global community. In addition to providing much-needed equipment for the Mechatronics program, the controllers will be used by the Computer Technology Club and other student groups.

**Top Five Lessons Learned from HACC's 2014-15 Marketing Assessment Report**

Proudly YOURS, the Office of College Advancement completed its marketing assessment report for promoting the College and enrollment for 2014-15.

The report highlights the various campaigns, such as Open Houses, One-Stop Enrollment events and registration and the results of the assessment of the tactics. The College uses multiple tactics, or types of communications, to reach our future students, including but not limited to Facebook advertising, postcard mailings, videos and website pages that correlate with the campaign.

The conclusions are:

**1. Pandora is a successful tool for communicating about HACC, and a more effective tool than radio.**

From Monday, June 15-Tuesday, June 30, 2015, HACC advertised for fall 2015 registration on Pandora. The campaign, designed to reach listeners across our 10-county service region, was divided so fall registration messages targeted mobile users ages 18-49 and virtual learning message targeted mobile users ages 25-44. The audio and mobile display encouraged listeners to click on the ad. The listeners were directed to [hacc.edu/Pandora](http://hacc.edu/Pandora) to sign up to win \$500 for tuition and pointed to enroll following the completion of the online form.

While the audio played on Pandora, the display ad appeared on the screen. In 15 days, the webpage received more than 8,000 unique pageviews. A unique pageview is when the user visits the page, and the visit is only counted once regardless of the number of times the page is visited within a single session.

It is a type of advertising that allows the College to be more targeted with the audience it wants to reach.

**2. Advertising on television via local news is more successful than advertising on the cable networks.**

From Monday, June 8, 2015 to Monday, July 13, 2015, the College aired a 30-second commercial on local news stations, including abc27, WGAL8, CBS21, CW15 and FOX43 as well as cable networks. In the commercial, the viewer was encouraged to visit a webpage ([hacc.edu/YOURTV](http://hacc.edu/YOURTV)) to enter a chance to win a \$1,000 tuition giveaway for fall classes.

The online form was also used to assess which television stations were most-watched. Of the 152 online submissions, the stations watched most often were:

- abc27
- WGAL8
- USA
- FOX43
- FX
- MTV

(See **MARKETING ASSESSMENT REPORT** on next page)



### **Marketing Assessment Report** (from page 12)

While HACC will not completely remove itself from the cable networks, it will lessen the number of cable stations and increase buying on the local news stations.

#### **3. Parents of future students are a key audience.**

A self-mailer was designed to speak more directly to the parents of future students ages 18-21. It was mailed to 65,511 households. The reader was directed to a specific landing page ([hacc.edu/parents](http://hacc.edu/parents)) to take the next steps. Parents reacted to the self-mailer more in comparison to other mailers, such as a non-traditional self-mailer.

Facebook advertising was also used to reach adults ages 40-60 with interests in family, college, high school or education in HACC's 10-county region. If the ad was clicked on, the person was guided to [hacc.edu/parents](http://hacc.edu/parents). In only six days, there were 1,043 clicks on the call-to-action button in the ad that takes people to [hacc.edu/parents](http://hacc.edu/parents).

In conclusion, a more focused approach needs to be taken with parents, and data needs to be collected on parents to create a more targeted message.

#### **4. Communications and mailings need to be and remain more targeted.**

In June 2015, HACC distributed mailings to hundreds of thousands of households, including a 10-county postcard mailing and Virtual Learning mailing, which for the amount distributed, did not provide much return.

#### **5. Facebook advertising and targeted postcard mailings continue to receive high responses.**

When Facebook advertising and targeted postcard mailings are used along with other communication tactics, these two tactics continue to rank high in response rate.

### **HACC's Star is Rising Among Starfish Users**

HACC was recently recognized for its student success efforts by Hobsons, the owner of the Starfish student support and advising system. The [Starfish "Rising Star" award](#) is given to institutions that, in their first year of implementation, demonstrate promising practices and outcomes. The recognition includes a \$500 prize, which will be devoted to campus-based recognition activities.

Starfish use continues to grow among our faculty and staff, with some notable changes from 2014 to 2015. For example, in fall 2014, only 164 students scheduled appointments in Starfish. In 2015, 2,340 student appointments were scheduled via Starfish. In 2014, faculty raised 19,040 flags, kudos and referrals, compared to 20,088 in fall 2015. In fall 2014, faculty created 1,426 attendance records in Starfish. This semester, faculty created 25,082 records!

Thank you for your ongoing efforts to provide holistic student support! Your use of Starfish provides early alert for students in academic jeopardy, reinforces positive behavior and student self-efficacy, and connects students to the resources they need to be successful.

## **College Salutes Lebanon Police Force for Partnership**

Representatives from HACC's Department of Safety and Security recognized the Lebanon City Police Department and its chief, Daniel Wright, with an award of appreciation on Monday, Sept. 21, 2015. The award comes with our gratitude for our longstanding community partnership with the Lebanon Police Department.

Joining HACC's officers for the presentation was Lebanon Mayor Sherry Capella, a HACC alumna. We especially appreciate Chief Wright and his officers' support and commitment to our active threat training program and shelter-in-place drills. Chief Wright has also been instrumental in organizing the participation of other law enforcement agencies in our service area. HACC's Safety and Security officers have considered it a privilege to train alongside the police officers in our Lebanon community.



**HACC Safety and Security team members, with Lebanon Mayor Sherry Capella, thank Lebanon City Police Chief Daniel Wright for his department's collaboration with our College. From left are Ivan Quinones, HACC director of Safety and Security; Mayor Capella; Chief Wright; Ben Greiner, security supervisor at the Lebanon Campus and Edwin Dominguez, Safety and Security assistant director.**

## **Gettysburg Campus Adds Bike Patrol**

The Gettysburg Campus Safety and Security Department has added a bicycle patrol to its existing operations as a supplement to the golf cart and foot patrols already being used by the department. Officer



**Ed Baltzell** has been trained and certified for bike patrol. The bicycle's mobility over sidewalks and grass will allow Security to increase its presence and allow the officer to get to less-accessible areas quickly. The bicycle patrol should prove to be a more versatile and effective means of increasing our security presence, resulting in better response times.

**From left, Officer Mike Redding, Officer Ed Baltzell and Assistant Director of Security Ed Dominguez.**

## **Responding to Requests from the Media**

The Office of College Advancement'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 stations, radio stations, blogs, and media representatives from local, county and state agencies and HACC student newspapers.

If you receive a media inquiry related to the College and/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 integrated marketing communications coordinators are also authorized to serve as secondary spokespersons. No one else is authorized to communicate with the media about HACC and HACC Foundation business without written authorization from one of these seven individuals.

(See MEDIA on next page)

**Media** (from page 14)

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 the Office of College Advancement if you are contacted directly.

**Gettysburg Campus Dedicates Mechatronics Lab**

Students wearing HACC T-shirts and local officials were among the guests who celebrated the dedication of the Gettysburg Campus Mechatronics Lab. From left are Jaime Aviles Martinez, Robert Stanton, state Representative Will Tallman (R-Adams/Cumberland), Taylor Spear, Zachary Brown, Steven Turner, Campus Vice President Shannon Harvey, Samuel Effland and William Sanders.

HACC's Gettysburg Campus dedicated its new mechatronics lab and classroom on Thursday, Oct. 29, with a ceremony that drew visitors from an enthusiastic local manufacturing community. The lab and classroom space is approximately 2,900 square feet and contains all of the necessary equipment for the campus to offer the Mechatronics Certificate Program. Nine students are currently enrolled. The students, all wearing HACC Mechatronics T-shirts, provided equipment demonstrations and tours as part of the program.

The event was well attended by local manufacturers eager to hire the first class of graduates. The Gettysburg Campus service area boasts a manufacturing community that makes up 19 percent of its workforce – double that of most counties in the state.

**Enhanced Process for Faculty and Staff Awards**

The HACC Foundation is pleased to announce that the College will provide three application cycles per year for employee awards beginning in spring 2016. There will be spring, summer and fall application cycles, which will provide more opportunities for employees.

The web page has also been improved to show a detailed timeline of important dates to keep in mind throughout the upcoming year. Please review the dates and mark your calendar. The HACC Foundation will send you reminders before each application cycle begins.

Please email [HACCScholarships@hacc.edu](mailto:HACCScholarships@hacc.edu) should you have any questions regarding the new and improved process. Thank you.

**Mechatronics Scholarship Established**

The Thomas L. Cline Foundation recently established a scholarship to support students enrolled in the new Mechatronics Certificate Program at the Gettysburg Campus. The scholarship was established in memory of Thomas L. Cline, founder and chairman of Timbar Corporation in New Oxford, Pennsylvania. The scholarship will provide 25 percent of a full-time student's tuition or 50 percent of a part-time student's tuition for four semesters.



Joining me and Shannon Harvey, Gettysburg Campus vice president, for the announcement of the Mechatronics Scholarship are, from Shannon's left, Mary Sue Cline and Sharon Cline Magraw of the Thomas L. Cline Foundation.

### **Check Out OCA Today**

I am proud to share with you the Office of College Advancement's unit newsletter, "OCA Today."

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=3066](https://apps.hacc.edu/hacc_forms/E56hy9/openform.cfm?FID=3066)

### **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:

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 Office of College Advancement team will handle them and confer with the necessary individuals.

### **Publicize Your Events!**

HACC students and employees are more than books and the classroom. When planning events, remember to submit a HACC Communications Hub request for coverage. You can find the form 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/>.



It was a pleasure to join Victor Ramos, vice president of the Lancaster and Lebanon campuses, in welcoming Rotary District Governor John Kramb during his visit to the Lancaster Rotary Club on Wednesday, Nov. 4, 2015.



## Office of Human Resources Welcomes a New Member

Please welcome the Office of Human Resources' (OHR) newest member, **Rebecca Frye!** Rebecca, who began her duties as the College's onboarding technician on Monday, Sept. 28, 2015, has quickly gotten to know many of you through the Act 15 background clearance process.

Rebecca came to us from the Department of State's Board of Nursing, where she served as a clerk typist. Prior to this assignment, she was a human resources office coordinator with Hershey Entertainment & Resorts, where she handled, among other duties, onboarding and orientation of new employees. Rebecca is a HACC alumna who earned her associate degree in media studies. She also holds a bachelor's degree in communications from Penn State University.

As HACC's onboarding technician, Rebecca will serve as point of contact for and perform administrative duties in support of the onboarding of Workforce Development adjunct faculty, criminal and child abuse background clearances and other recruitment duties. Her office is in Whitaker 132.

### 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)
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 10 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).

## Kudos

- To **Jonathan De Young**, professor of English, whose poems "Building a Fire" and "Why It's Hard to Start a Fire" have been accepted for publication in the 2015 issue of *Welter*, the literary journal of the University of Baltimore. Jonathan plans to read his work at the *Welter* launch party, which will take place on Thursday, Dec. 17, 2015, in the Bogomolny Room in the University of Baltimore Student Center at 7:00 p.m. We also recognize Jonathan as a 2015 Faculty Scholar for last year's publication of "You Too Can Write Poetry" on iTunes U, where it is now available worldwide on Apple phones and iPads. Jonathan's work was published online as part of HACC's Mobile Learning Project.
- To **Ricki Alexander**, associate professor of mathematics and 2015 Faculty Scholar, for her collaboration with Institutional Research and with the College-wide Assessment Committee (CWAC) chair to learn assessment best practices, and then completely revamp the Mathematics Department's assessment questions and rubric tools. Her work enables us to better assess our students' success and our instructors' teaching. The new tools were first used in the spring 2015 term and will be continued to be used.
- To **Danielle Martin**, admissions counselor, who serves as president of the National Pan-Hellenic Council of Greater Harrisburg, the 20-year-old local chapter of the national organization that represents the "Divine Nine" historically black Greek lettered fraternities and sororities.
- To **Cindi Davis, Ed.D.**, professor and program director of education, on obtaining her doctorate in education from Walden University.

**In Memory of a Colleague**



**Patricia Odom**, HACC alumna and wife of **James Odom**, D.A., HACC’s third president, who provided administrative support to the provost’s and president’s offices for 22 years, passed away on Monday, Oct. 26, 2015.

A garden behind Hall Technology Center on the Harrisburg Campus is named in her honor. To learn more about this beloved former colleague and friend of the College, please click on the following link:

<http://obits.pennlive.com/obituaries/pennlive/obituary.aspx?pid=176270003>

**HACC is Going Back to Our Roots**

No one knows HACC better than you. You have experienced first-hand the impact that the College and its students make on our community. That is why we are reaching out to you to help us increase student enrollment through the “Back to Our Roots” Student Recruitment Campaign. The purpose of this campaign is to increase student recruitment activities through daily interactions, both professional and personal, in your social, religious, cultural and educational circles.

Are you ready to make a difference in our College and community by joining the HACC student recruitment effort? To get started, please review [www.hacc.edu/backtoourroots](http://www.hacc.edu/backtoourroots) and complete and submit the online form. Thank you!

**The good news about HACC!**

Sharing your good news is now easier than ever before! When you have positive information to share about happenings, initiatives and programs at HACC, please simply submit a request on the *College’s Communications Hub*, which replaces the previous online request form for assistance from the Integrated Marketing Communications (IMC) Department. Please access the hub and its tutorial video through the Office of College Advancement and HACC Foundation myHACC channel. Please note the link to the former IMC online request form has been deactivated.

**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>

**Questions and Answers from Our October Forums**

College-wide	
How are committees, task forces, etc. notified when someone leaves the College so they can fill the vacancy (or even know that there WAS one)?	When the Shared Governance committee is informed, the Task Force chair is notified and is asked to replace the member. The process states the task force chair will contact the constituency president to ask for a replacement.
Why is no one consulted about the work load or tasks of the people being considered for elimination before	In June 2015, Cabinet adopted a request for reorganization process. As part of the process, vice presidents are expected to:

(See FORUM QUESTIONS AND ANSWERS on next page)

**Forum Questions and Answers (from page 18)**

<p>eliminating the position? Staff have to figure out who will or is able to cover the tasks <i>after</i> the elimination. Sometimes no one has any clue a task is not being covered until there are problems.</p>	<ul style="list-style-type: none"> <li>• Provide the business case for making the changes</li> <li>• Describe how the reorganization will be assessed</li> <li>• Describe the fiscal impact for the current and future fiscal years</li> <li>• Identify positions to be eliminated, created and repurposed</li> </ul> <p>Following the new reorganization request guidelines ensures that extensive planning is conducted prior to implementation, preventing unnecessary workload impacts on existing staff.</p>
<p>When you first came to the College, several changes were made to collapse management layers and seen as progress. Today it seems that those layers are being added back into our structure and, in some cases, more levels are added. How is that efficient or cost-effective?</p>	<p>As part of the 2012 restructuring, some middle management positions were eliminated at the campus level in order to centralize certain functions. However, without a specific example, it is unclear which “layers are being added back into our structure.”</p> <p>Additional information is necessary to answer this question more fully.</p>
<p>How is the decrease in student enrollment going to affect employee jobs and retention?</p>	<p>The College has used its available funds judiciously in response to declining enrollments, as well as to decreased education funding at the state level. Because of this, at this time, there are no plans to eliminate positions.</p>
<p><b>Harrisburg</b></p>	
<p>What happened to the money from the first Cooper renovation campaign?</p>	<p>From December 2010 until May 2015, \$1,586,102 was raised in gifts and pledges for the Cooper Student Center renovations. This amount is currently earmarked in a fund at the HACC Foundation and will be used to help fund the upcoming renovation.</p>
<p>How much of the cost will be raised through fundraising? How will the rest of the costs be financed?</p>	<p>The HACC Foundation Board and the HACC Board of Trustees have authorized the fundraising campaign to raise \$10 million towards the renovation. The renovation is estimated to cost \$12 million. The remaining \$2 million balance will be funded from the campus capital fund. The entire project will be financed by a bond issuance, and as fundraising proceeds are received the bond will be repaid.</p>
<p>What is the schedule for renovations? Where do we stand with the campaign</p>	<p>Efforts are being made now to finalize the floor plan based on the feedback from students and employees. The tentative schedule is to go out to bid in January or February of 2016 and begin work shortly thereafter. The renovation is targeted to be complete by July 2017.</p>
<p><b>York Campus</b></p>	
<p>How can the York Campus have bonus pay on their negative financial report when there is no bonus pay?</p>	<p>Responding to a change in the Patient Protection Affordable Care Act (PPACA), HACC had to reduce the 2014 HACC-funded portion of the employee flex spending accounts from \$750 to \$500. All employees were sent a letter dated Tuesday, Sept. 2, 2014, indicating the methods and detail accounting</p>

(See FORUM QUESTIONS AND ANSWERS on next page)

**Forum Questions and Answers (from page 19)**

	<p>examples for a “lump sum taxable bonus” on paychecks dated Friday, Oct. 17, 2014. Please refer to this letter for additional information or contact Human Resources at <a href="mailto:askHR@hacc.edu">askHR@hacc.edu</a>.</p>
<p>How can the York Campus have a financial analyst who has never had any accounting or financial education? How is this considered a specialist?</p>	<p>The position in York is not a financial analyst, it is a fiscal support specialist. The job description of the fiscal specialist was reviewed as part of the request to fill process, including the job’s minimum qualifications and its associated salary.</p> <p>The minimum qualifications are: <i>High School diploma or equivalent and four years of related experience or a combination of education and experience sufficient to perform the essential duties of the job.</i> Every candidate interviewed met or exceeded the minimum qualifications for the position. The selected candidate was deemed to have met these minimum qualifications.</p>
<p>Why is it we can't get additional custodial help at the York Campus. We keep adding floor space and managerial staff but overload the already insufficient crew? We have three managers over-seeing five people. Doesn't make sense.</p>	<p>To ensure fiscal due diligence, Campus leadership continues to evaluate and monitor current enrollments which drive revenues so that staffing and operational expenditures can be met.</p>
<p><b>Lancaster Campus</b></p>	
<p>Why does it take so long to replace CEO's when it seemed that administrators were replaced the next day. We have had a vacancy since June 30<sup>th</sup> and that only hit the streets about a week ago now. Is there some regulation that says when you know a spot will be empty and it is of that person's own choosing, why can't the process start then to fill the spot? Operator at the Harrisburg Campus moving from Harrisburg and replaced them with 5 people.</p>	<p>According to FY 2014-15 data, administrative/professional positions take 76 calendar days to fill (from date posted to date filled). In comparison, classified positions take 49 calendar days.</p> <p>Hiring managers are encouraged to begin the “request to fill” process as soon as an employee has made known in writing his/her intent to separate from the College.</p>
<p>Harrisburg Farm show and opening of classes overlap, is that correct?</p>	<p>The upcoming Farm Show will run from Saturday, Jan. 9-Saturday, Jan.16, 2016. Spring classes will begin on Tuesday, Jan. 19, 2016. There will not be an overlap.</p>
<p>What are other CC's seeing in enrollment numbers? What areas are other CC's seeing an increase in enrollment, if any?</p>	<p>We do not have exact numbers for fall 2015, but for 2011-2014 most CCs have been seeing a decline. Only Delaware County has had substantive growth. Growth at Delaware is largely due to increasing their physical presence within their footprint. We do know that the Community College of Philadelphia (CCP) has also experienced a slight increase this semester. CCP has implemented a number of new strategies, but we believe one of the primary drivers for their increase is new city support for discounted or free tuition for city residents.</p>



**Books I am currently reading or have read:**

- Global Tilt: Leading Your Business Through the Great Economic Power Shift, Ram Chara
- Discover Your True North, Bill George
- Your Learn by Living: Eleven Keys for a more Fulfilling Life, Eleanor Roosevelt
- The Power of Habit: Why We Do What We Do in Life and Business, Charles Duhigg
- The Brain That Changes Itself, Norman Doidge, MD

**Quote**

*Life is short and we never have enough time for gladdening the hearts of others.*

~Santa J. Ono, President, University of Cincinnati

**For More Information**

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