

August 2, 2016



Dep jazıp, kesipteşteri!
(Kyrgyz for Greetings,
colleagues!)

In my 58th Ski Gram, you can read about the following, and more:

[Welcome HACC's New Chief Inclusion and Diversity Officer](#)
[Blue Ribbon Committee Update](#)
[New Scholarship Opportunities For Students](#)
[Especially For You: YOUR Total Rewards Statement!](#)

A Special Program For Our College Community

HACC will launch “Let’s Talk: A Conversation About Race” at each campus during the fall 2016 term. Please join your colleagues for this important program for our entire College community!

Let’s Talk: A Conversation About Race

The “Let’s Talk: A Conversation About Race” program is based on the “[study circle](#)” model from the national organization, [Everyday Democracy](#). The YWCA has also successfully used this approach for its “Let’s Talk” program. The program involves a conversation led by trained facilitators intended to help participants “unpack” the way that racism manifests itself at the personal, organizational and systemic levels and provide tools for taking action to deconstruct racism in your respective spheres of influence.

Goals

- To provide a framework and common language for genuine dialogue about racism and to create an environment which encourages such dialogue.
- To clarify the historical, political and social context for racism in the United States.
- To uncover the systemic linkages among racism, sexism, classism, heterosexism, ableism, anti-Semitism, ageism, and all forms of oppression.
- To define and probe the reality and daily experience of personal and institutional racism, internalized racism and white privilege.
- To offer individual participants opportunities to deepen their own awareness and understanding of racism, and their commitment to racial justice.

Format

- Facilitated discussion for a small group of 10 to 15 diverse participants.
- “Study circle” model that recognizes each participant’s voice as equally valuable.
- Series of two sessions over three hours including the lunch break.
(See LET’S TALK on next page)



Irvin Clark, Ed.D., vice president of the Harrisburg Campus, joins me in welcoming to Midtown 2 United States Secretary of Education John King, to Irvin’s left, and Pennsylvania Secretary of Education Pedro Rivera, to my right. They were among a select group of K-12 educators meeting at HACC on Friday, July 15, 2016, to talk about the Early Student Success Act (ESSA).

Let's Talk from page 1

Participants are expected to:

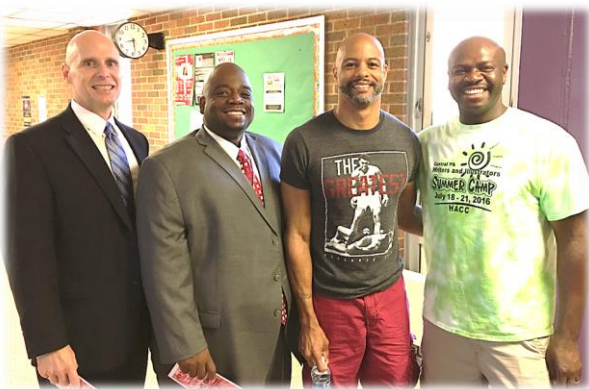
- **Commit:** Commit to both sessions, since each session builds on the next.
- **Prepare:** Read a brief article after the first session, complete a worksheet or reflect on something in preparation for the following session.
- **Engage:** Engage fully in the session, sharing their perspective and experiences thoughtfully while respecting other people's experiences and points of view.

Content

Session 1: Setting the Foundation
Understanding Race and Ra
Unpacking White Privilege

Session 2: Caucus Conversations and Institutional Racism
Action Planning to Eliminate Racism

Welcome Warren Anderson, New Chief Inclusion And Diversity Officer



Warren Anderson, to my left, accompanies me on a visit with the leaders of the American Literacy Corporation's (ALC) Writers and Illustrators Summer Camp at HACC on Tuesday, July 19, 2016. ALC founder Floyd Stokes, at right, is joined by Charles R. Smith, Jr., acclaimed poet and Loretta Scott King Award-winning illustrator from New York City.

I am pleased to announce that **Warren Anderson, Ed.D.**, joined the HACC community on Monday, July 11, 2016, as our chief inclusion and diversity officer (CIDO). As CIDO, Warren will provide leadership and strategic planning in implementing HACC's commitment to a Collegewide environment of collegiality, inclusiveness, respect and cultural competence.

Warren has a strong and successful portfolio of experience in student success and inclusion and diversity in higher education, having served in executive leadership roles at Slippery Rock University, Slippery Rock, Pennsylvania; Clarkson University, Potsdam, New York; and East Stroudsburg University, East Stroudsburg, Pennsylvania.

He earned a doctorate in education from Widener University, Chester, Pennsylvania, and also holds a master's degree in education from Eastern University, St. Davids, Pennsylvania, and a bachelor of arts from Mansfield University, Mansfield, Pennsylvania.

Please join me in warmly welcoming Warren to our learning community as we look forward to benefitting from his experiences and leadership.

Blue Ribbon Committee Meets

I was pleased to join the Blue Ribbon Committee on Monday, July 18, 2016, to kick off its inaugural meeting as the committee takes up its charge to help envision the future of our institution. From August 2016 to March 2017, the committee will meet twice a month to discuss ways HACC might consider to adapt to the vast changes going on in higher education across our country.

The committee members look forward to engaging their colleagues in all constituency groups as we look for ways to be innovative and entrepreneurial to sustain the College and its mission of serving our communities for years to come. I will take the committee's recommendations to the Board of Trustees in the spring. I commend and thank the following committee members, who were nominated by their constituency group presidents, for joining this important and exciting initiative: Faculty – **Lise-Pauline Barnett, Jay Kirssin, Maureen Osborne**; Professional/Administrative – **Amy Berrier, Sheila Ciotti, Scott Simonds**; Classified – **Kim Bleacher, Nakia Eckert, Juanita Mort**; Cabinet – **Tim Sandoe** and Virtual – **Amy Withrow**. The committee is chaired by **Cindy Doherty, Ph.D.**, and **Ken Shur**.

Next HACC Foundation Scholarship Application Cycle Opens Thursday

Where can students find over 200 opportunities to win FREE money? HACC Foundation scholarships! The next scholarship application cycle will run from Thursday, Aug. 4, 2016, through Monday, Oct. 3, 2016. Students can apply and update their general application only during that time for it to be valid.

Students can apply by following [these easy steps](#).

Students who are awarded scholarships will be able to use the funds for the spring 2017 semester.

Please take the time to watch the student testimonial [here](#).

Additional information on scholarships can be found [online](#) or by emailing HACCScholarships@hacc.edu. To learn about the HACC Foundation's many new scholarship funds, see page 4.



The students' enthusiasm was contagious when I visited the American Literacy Corporation's Writers and Illustrators Summer Camp on Tuesday, July 19, 2016. One-hundred students in grades three through 12 in our Harrisburg service region attended the camp, facilitated by Floyd Stokes. This summer HACC's own summer camps are welcoming 40 students to learn about topics ranging from music performance and robotics to SAT preparation and architecture through Minecraft.



I am pleased to announce the following training opportunity coordinated by the Faculty and Staff Development Institute (FSDI) and Workforce Development and Continuing Education (WFD) for HACC administrators.

Eligible Employees: HACC Administrators

Course Description: This course is designed to provide a basic understanding of Project Management (PM) addressing critical tactical elements and processes, as well as the importance of leadership, in the successful completion of a project. Participants will learn to apply newly acquired knowledge and skills through practice in class for current or future projects outside of the class. Participants will learn the global language of project management and how to apply the Project Management Institute's (PMI) five process groups on projects: Initiation, Planning, Execution, Controlling and Monitoring, and Closing projects.

How to sign up for this one-day Project Management Fundamentals course:

1. Please go to the Professional Development site for the [Course Outline](#) and sign up for this training at [Faculty and Staff Development Institute](#).
2. This is a HACC non-credit course and you need to complete a [HACC Educational Assistance Application](#) signed by you and your supervisor and forwarded to **Patty Bowen**, professional development coordinator at pabowen@hacc.edu. The application is available on myHACC.
3. For more information please contact **Cavil Anderson**, director, Faculty and Staff Development Institute at csanders@hacc.edu or **Abigail Peslis**, director, continuing education and adult learning at alpeslis@hacc.edu



Nineteen New Funds Created In The HACC Foundation

The HACC Foundation established 19 new funds during fiscal year 2015-16. These funds will be instrumental in allowing and empowering many hard-working HACC students to achieve their educational dreams and providing much-needed resources for HACC to stay on the forefront of innovative changes in education.



We are grateful to the generous individual and organizational donors who established these funds to benefit students enrolled at HACC.

- **ACNB Bank Scholarship Award** – The Award shall provide financial assistance to a student who attends the Gettysburg Campus and has a cumulative high school or HACC GPA of 3.0.
- **Brossman Foundation Scholarship** – The Award shall provide financial assistance to a student who lives in Lancaster County and attends the Lancaster Campus.
- **Cline Family Foundation Scholarship Award** – The Award shall provide financial assistance to full-time and/or part-time mechatronics students who attend the Gettysburg Campus and have a cumulative high school or HACC GPA of 3.0.
- **Computer Information Systems (CIS) Faculty Program Fund** – The fund shall support HACC faculty with new CIS technology and/or needs directly related to CIS training and conferences.
- **Culinary Arts Outstanding Student Scholarship** – The Award shall provide financial assistance to a student who has a minimum cumulative GPA of 3.0, is enrolled in the Culinary Arts/Catering or Baking and Pastry Arts program, has completed a minimum of 20 hours of community service during the last two years and has completed 18 credits.
- **HACC Lancaster Chemistry & Physics Scholarship** – The Award shall provide financial assistance to a chemistry or physical science major enrolled at the Lancaster Campus who has a minimum cumulative GPA of 2.5 and is registered for a course in chemistry or physics.
- **Helping a Hero Book Scholarship Award** – The Award shall provide financial assistance to 50 student veterans of the United States military services. Students must be honorably discharged veterans or currently serving and in good standing in their units.
- **Keith & Marian Yoder Scholarship Award** – The Award shall provide financial assistance to a Lancaster Campus student who has a minimum cumulative GPA of 2.5 and has completed at least 30 credits at HACC.
- **Kit Cowan Memorial Scholarship Award** – The Award shall provide financial assistance to a second-year photography or graphic arts program student who attends HACC's Harrisburg Campus and has a cumulative GPA of at least 3.0.

(See NEW SCHOLARSHIP FUNDS on next page)

Top: Students in Associate Professor of Psychology Cami Maianu's course Child Development in Context in Romania (PSYC228) show the HACC flag during their trip to Romania from Sunday, May 29, 2016, to Monday, June 6, 2016. Front row, from left are: Matt Coldren, Teri Pugh, Jenna Matter, Tiahra Adderley, Janelle Sensenig, Klaudia DeFrank, and Jonathan Storer. Back row: Lynne Weber (faculty), Cami Maianu (faculty), Wyatt Neyman, Natasha Ahmed, Emily Schlusser, Carrie Kramer, Chelsea Hoffman and Terrell Archer.

Bottom: Students Jessica Farabaugh, center, and Nargis Momand talk with a Holocaust survivor during their 2014 visit to the childhood home of the late Nobel laureate Elie Wiesel in Maramures, Romania. The visit coincided with the 70th commemoration of the deportation of Jews from Maramures. Said Cami, "Everyone was aware that this would likely be the last reunion of the survivors" and it was a deeply moving experience for the students. Most relevant, Cami said, are Elie Wiesel's words, "You are the flag bearers... Young people...[you have] the ideal of saving whatever the past has to offer for the future..."

New Scholarship Funds (from page 4)

- **Michael A. Core Memorial Scholarship Award** – The Award shall provide financial assistance to a student in the Psychology or Social Services program who has a minimum cumulative GPA of 2.5, is active in community service, and writes an essay explaining how his or her future career will help others.
- **PSECU Scholarship for HACC's Harrisburg Campus** – The Award shall provide financial assistance to a student who attends the Harrisburg Campus and is a member of PSECU.



Even more fun than chatting with admissions counselors Natalie Toma and Michael Turi during my Welcome Center visit on Thursday, July 21, 2016, was catching a Pokémon Vulpix that was perched on Natlie's shoulder, which you can see at bottom right.

- **PSECU Scholarship for HACC's Lancaster Campus** – The Award shall provide financial assistance to a student who attends the Lancaster Campus and is a member of PSECU.
- **PSECU Scholarship for HACC's York Campus** – The Award shall provide financial assistance to a student who attends the York Campus and is a member of PSECU.
- **Steinman Foundation Scholarship** – The Award shall provide financial assistance to a student who lives in Lancaster County, attends the Lancaster Campus and has a minimum cumulative GPA of 2.5.
- **Virtual Learning Emergency Assistance Fund** – The Fund shall provide financial assistance to currently enrolled Virtual Learning students who could be forced to discontinue their education if not provided with extraordinary financial help.
- **Virtual Learning Student Council Dynamic Champion Award** and the **Virtual Learning Student Council Legacy of Learning Award** – These Awards shall provide financial

assistance to students who must attend HACC's Virtual Learning Program and not be eligible for the PHEAA Grant because 50 percent or more classes are part of the Virtual Learning Program and who must attend at least one VLSAC meeting per month.

For a donor's view of the way HACC scholarships invest in the future of our community, as well as our students, see more about the ACNB Bank Scholarship Award on page 6. To support HACC philanthropically, please visit www.haccfoundation.org. We appreciate you!

YOUR Total Rewards Statement!

The Office of Human Resources is excited to announce the roll-out of online personalized Total Rewards Statements!

"Total rewards," as defined by WorlDatWork, are "the monetary and nonmonetary return provided to employees in exchange for their time, talents, efforts, and results." Five key elements are used in attraction, motivation, and retention of talent:

1. Compensation – Your cash salary/wages.
 2. Benefits – Programs that supplement your cash earnings.
 3. Work-life – Programs, policies, practices, and philosophy
- (See **YOUR REWARDS** on next page)



Raising the "treat tent" for the Harrisburg Campus' Wednesday Treats on July 13, 2016, are, from left, Andre Weston, Student Government Association (SGA) treasurer; Jeff Gerstein, director of student development and multicultural programs; Taylor Gundy, student program board member; and George "Geo" Christman, PSECU student staff member. Special thanks to SGA for Wednesday Treats throughout the summer.

YOUR Rewards (from page 5)

that support employee success in and out of the workplace.

4. Performance and recognition – Goal alignment with the company strategy; assessment; giving special attention to employee actions, behavior, and/or performance.
5. Development and career opportunities – Programs designed to enhance skills and competencies; assisting employees with achieving their career goals.
6. Development and career opportunities – Programs designed to enhance skills and competencies; assisting employees with achieving their career goals.

Our Compensation Philosophy states:

“HACC, Central Pennsylvania’s Community College, administers a compensation program designed to support the mission and values of the College and the welfare of our employees. We are committed to providing 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.”

You should have recently received an email from abbrough@totalrewards.io with a link to YOUR individual total rewards statement, which will include your salary and benefit information, and a list of the many other non-cash benefits we enjoy as HACC employees. Please take time to review this important information!

New Guide To Using HACC’s Fiscal Year 2016-17 Budget

The Office of Finance is pleased to announce the release of a communication/training video entitled “Accessing the FY2016-17 Budget.” The video begins with introductory remarks by **Tim Sandoe**, vice president of finance, and continues with step-by-step instructions on accessing your budget in Banner.

This video will benefit new employees as well as anyone in need of a refresher in Banner, and addresses goals and objectives in the College’s Strategic Plan 2015-19.

To view the video, go to the Finance tab on myHACC for the video link under the Budget section, or click here: <https://drive.google.com/a/hacc.edu/file/d/0B472yeGUcysxdXVIanpTVFZjZ0E/view?usp=sharing>

ACNB Scholarship Supports Students At Gettysburg Campus

ACNB Bank has established a scholarship award through the HACC Foundation. The Bank’s contribution is in support of the College’s efforts to provide financial assistance to low- or moderate-income youth and adults who attend the Gettysburg Campus and meet the eligibility criteria. Three \$1,000 scholarships will be awarded to deserving students during the 2016-17 academic year. (See **ACNB SCHOLARSHIP** on next page)

Students Seth Harrington, left, and Julia Miller, right, join Gettysburg Campus Vice President Shannon Harvey, to Seth’s left, in accepting a check from ACNB President Jim Helt and Lynda Glass, ACNB bank EVP/secretary and chief risk and governance officer, at center. With them is Gettysburg Campus Director of Student Development Jessica Knouse.



ACNB Scholarship (from page 6)

“ACNB Bank has been a proud supporter and neighbor of HACC’s Gettysburg Campus for many years. We are pleased to provide financial assistance through the ACNB Bank Scholarship Award to HACC students seeking to advance their education by attending college classes in our local community,” said James P. Helt, ACNB Bank president.

“The ACNB Bank Scholarship Award will provide deserving students with the chance to acquire post-secondary education and training locally,” said Campus Vice President **Shannon Harvey**. “This new scholarship will ensure that local students continue to have access to high-quality educational programs that meet the needs of the region’s businesses. It’s an investment in people and, by extension, an investment in our community.”

Kudos

- To Gettysburg Campus staff members **Sara Maines** and **Josiah Long**, admissions counselors, and **Erin Rose**, academic advisor, for developing a college and career awareness program for 64 students in grades five through 12 from the 21st Century Learning Program. This program provides academic enrichment opportunities during non-school hours for children, particularly students who attend low-performing schools in communities with high rates of poverty. The program Sarah, Josiah and Erin developed will engage the students in an interactive campus tour, college and career awareness planning and fun team-building activities.
- To the **Lebanon Campus Facilities Department staff** for all of their time and support preparing the new one button studio for digital recording.
- To **Trevor Brown**, admissions counselor at the Lebanon Campus, for his dedication and efforts growing the reputation of the Lebanon Campus with the local high schools. He will be missed as he heads to Blue Mountain School District in the fall.



An exciting initiative is taking shape at the Lebanon Campus, where we are working with the Lebanon Parole Office on a scholarship to assist individuals who have been through the criminal justice system in reentering the work force. On Monday, June 20, 2016, Annette Damato-Beamesderfer, campus director of student success, at left, and Laurie Bowersox, campus executive director, gave a tour of the Lebanon Campus Testing and tutoring center to Susan Wright, Lebanon County parole officer, to my right.



I was delighted to join retiring State Representative Mauree Gingrich (R-Lebanon), to my left; Peggy Lenton, Lebanon Campus executive assistant, far left; and Laurie Boxersox, campus executive director, for the Community of Lebanon Association’s tribute to Rep. Gingrich on Wednesday, July 20, 2016, at the Foundry Craft Grillery. We thank her for supporting our students!

- To **Cavil Anderson** and the 45 Gettysburg Campus staff who recently completed the Everything DiSC Workplace Assessment. Cavil conducted a debrief session for the staff members, allowing them to better understand their preferred individual work style and the working styles of their colleagues in order to build more effective and productive working relationships.
- To **Jamie Lawton**, Facilities Maintenance assistant, for his work at maintaining the Midtown I building.
- To **Peter Law**, Harrisburg Campus dean of student affairs, and his team for conceiving of the PokemonGO event on Tuesday evening where approximately 2,000 individuals from our communities visited to enhance their levels.
(See KUDOS on next page)

Kudos (from page 7)

- To **Cinnamon Hosterman**, administrative office specialist; **Wendy Kaehler**, administrative office technician; and **Dory Uhlman**, Gettysburg Campus dean of academic affairs, for the launch of a new Community Education series of offerings at the Gettysburg Campus. On Tuesday, June 14, 2016, 50 people participated in Community Education Day, where they had the opportunity to attend three educational sessions. Session topics included environmental sustainability, financial health, history, pop culture, healthy eating and technology. To view the complete fall 2016 Gettysburg Campus Community Education Series offerings go to http://www.hacc.edu/Calendar/Event-Details.cfm?customel_dataPageID_14125=315461.

From the online form to submit questions about the organizational transformation

<p>Question: Will adjunct faculty members also be furloughed next March?</p>	<p>Response: Adjunct faculty members, along with other employees, will not work on the days that the College is closed for a budget-required furlough. However, they will be paid in accordance with their adjunct faculty agreement.</p>
<p>Question: Why is it that we get bombarded with emails from the payroll office about time sheet deadline changes? If my memory serves correctly, we were switched to a two week lag on pay. If this is the case, the payroll that ends this week isn't being paid for two weeks. Why can't payroll get that done? If there is a holiday or such occurring, that is one day, they still have seven more work days to complete the job.</p>	<p>Response: Thank you for your questions and concerns regarding the need to periodically modify the web time entry deadline to meet the demands of the payroll process.</p> <p>Perhaps it may help to understand that the regular biweekly payroll process is based on a two-week, ten-business-day cycle. During the four day summer schedule, this cycle is compressed into eight business days. There are times when both internal and external events require the need for the Payroll Office to modify the payroll deadlines to provide for sufficient time to process, validate, and meet critical banking and reporting deadlines associated with the processing of the payroll. Events that may create the need for a change of schedule include college and banking holidays, internal events that restrict accessibility to the Banner payroll module, the reduced four day summer work schedule, emergency closings and mandatory evacuations, to name a few. In most cases, Payroll is able to internally adjust our processes to allow for sufficient time to meet all deadlines without interruption to the web entry deadline. However, when two or more of these events combine into one pay cycle there are exceptions that require the need to modify the web time entry to meet all demands during the reduced processing time.</p>

(See QUESTIONS/COMMENTS on next page)

Questions/Comments (from page 8)

	<p>Bumping the deadline up by one day allows Payroll valuable time to address inaccurate and missing information that needs to be resolved prior to starting the payroll process. This may include follow-up on errors with the web time sheets, missing pay or approval information, resolving an EPAF issue to ensure an individual is paid on time, or working with OHR to collect information related to the pay process. These are all areas that need attention and would require payroll staff to work additional hours to complete if not appropriately incorporated into the scheduled work day/week. Therefore, the need for overtime is greatly reduced or eliminated, which allows Payroll the opportunity to do our part in strengthening the financial stability of the College.</p> <p>The decision to make changes to any deadline associated with the payroll process is not taken lightly. It is a decision that is made only when there is elevated concern that strict external banking and financial reporting deadlines may be compromised due to the restricted time available to finalize payroll by noon on Wednesday prior to payday.</p> <p>Overall, changes to the payroll processing schedule are not uncommon in any payroll office. In fact, this is a standard practice for payroll departments everywhere who rely on direct deposit through a financial institution to pay their employees. Banking guidelines for electronic processing require that Finance transmit the payroll no later than 2:00 p.m. on Wednesday before the scheduled pay event to ensure all employees will receive their pay in their accounts on payday. Simply stated, our deadlines are to ensure you will be paid accurately and ON TIME while protecting the integrity of the payroll and financial interests of the College.</p> <p>Thank you.</p>
<p>Question: Is it true that we are being furloughed sometime this next semester, and if so, does anyone know for how long? Will</p>	<p>Response: As was announced on Tuesday, May 3, 2016, the College has included a budget-required furlough as a cost-saving</p>

(See QUESTIONS/COMMENTS on next page)

Questions/Comments (from page 9)

that mean that we have to cancel classes then since we will not be working, or is the administration under the delusion we will work for free? And if we are being furloughed because the College is in such terrible financial straits, how then was it possible to hire so many new administrators? Have any of you looked at this list of new hires? I counted 22 administrators and four faculty members (I'm counting the directors of programs as administrators and I'm not sure what a 'spec., biology lab' is so I'm lumping her/him in with administrators). If we made even 2/3 of these administrators part-time employees (you know, like adjuncts), surely we would save close to enough to not have to furlough all of us dash – or if we did not hire any of those administrators, we surely would not have to furlough anyone. How many of these administrators are so important that we can't do without them until we get enough money to meet the salary contracts of everyone already hired? I realize I'm just an English teacher and a poet, so I don't understand finance or business very well, but that seems bizarre and very bad business to me.

Question: My understanding is the two furlough days are being observed over a break when we don't have students. I'm not too concerned about that solution, since Cabinet didn't get raises this year, and it doesn't impact the compounding aspect of our increases over time.

However, I share your concerns about our top heaviness. Since we don't get to see measures of effectiveness and constructive contribution, I worry about the financial commitment to so

measure for fiscal year (FY) 2016-17. This information was shared via an email from the president, a [press release](#), and a channel within myHACC titled, "2016-17 Fiscal Year Budget Information."

[Frequently Asked Questions](#) (FAQs) were published to communicate the personnel impacts of the FY 2016-17. Questions 14 through 34 address concerns related to the budget-required furlough, including the questions you pose here.

Regarding the employees you refer to on the new hire list (posted on myHACC from Monday, July 11, through Friday, Aug. 5, 2016), the breakdown by employee category is as follows:

Employee Category	Number of New Hires
Administrative	3
Classified	9
Faculty	6
Professional	8

It is important to note that none of these positions are new, i.e., additions to HACC's complement. All were deemed necessary to support the College's mission and all were budgeted for FY 2016-17.

We are grateful that these individuals have decided to join the HACC community and we hope that they have long and successful careers with the College!

Response: Information about the budget-required furloughs can be found in questions 14 through 34 of the [Frequently Asked Questions](#) (FAQs) document that was published to communicate the personnel impacts of the FY 2016-17 budget. This document is available at myHACC > 2016-17 Fiscal Year Budget Information > Frequently Asked Questions.

Regarding your concerns about "top heaviness," according to [Budget Executive Summary for Fiscal Year 2016-17](#), administrators comprise

Questions/Comments (from page 10)

many admins. Especially when positions seem to be created based on a perceived immediate problem, with no real planning or realistic projection of value on the bottom line and/or institutional effectiveness over time. They come in at higher salaries and retirement contributions, yet most generate no revenue in their administrative roles. I would like to see some threshold of expectation on high level administrative positions and grant generation but most are too busy sustaining a low trust environment to be that resourceful. The pay is still rather low for the titles, so we don't often get folks with the capacity to hit the ground running, let alone take us to a new level. It seems we struggle to retain those who can and do. Additionally, I have increasing concern about the best interests of those we hire, since we seem to have a trigger happy establishment when it comes to termination. Yet, we seem to keep those less effective and less inclined to argue, diluting our institutional strength and competency.

We spend a considerable amount of money on failed and/or poorly executed initiatives, especially where there are no faculty or staff champions onboard to see it through to fruition. Those who focus on supporting faculty and staff grassroots initiatives tend to outperform the others. My experience is many operate conversely.

It's been said numerous times they are reallocating existing positions but it doesn't seem like it. It also appears, when an admin position is no longer justified, they reallocate it at all costs. When a faculty member retires or leaves, we are told we may lose it. That would be recipe for mayhem but, at this juncture, it's merely a perception for me. I would prefer better transparency and accountability on this, so I might have more clarity on the matter.

approximately 4.4 percent of the College's **salary budget** for the current fiscal year. The information in the table below can be found in graphical format in the Budget Executive Summary on page 9.

Employee Category FT – full-time PT – part-time	Percent of Proposed FY 2016- 17 Salary Budget
Administrative (FT/PT)	4.4%
Classified (FT/PT)	17.9%
Faculty (FT)	26.6%
Faculty (PT) and Overload	25.2%
Professional (FT/PT)	14.3%
Other, e.g., casuals, student workers, paid professional assignments, etc.	11.6%

In terms of **headcount**, the May 2016 Equal Employment Opportunity (EEO) report indicates that administrators make up 3 percent of HACC's employee population.

Employee Category FT – full-time PT – part-time	Employee Population	Percent of Employee Population
Administrative (FT)	59	3.0%
Classified (FT)	311	15.9%
Classified (PT)	58	3.0%
Faculty (FT)	327	16.7%
Faculty (PT)	1018	52.1%
Professional (FT)	169	8.7%
Professional (PT)	11	0.6%
Total	1953	100%

A recent survey of the other Pennsylvania community colleges found that full-time administrators as a percentage of employee population ranged from 3 percent to 20 percent with an average of 12 percent.

Given these statistics, to claim that the College is top heavy is inaccurate.

You also state that “positions seem to be created based on a perceived immediate problem...” Since 2011, the number of positions Collegewide has steadily declined. According

Questions/Comments (from page 11)

	<p>to EEO reports, the number of administrative employees has decreased from 82 to its current 59. Positions are not being created and complement is not on the rise.</p> <p>You also reference reallocating positions. Since each position represents a resource critical to supporting our students, each vacancy is thoroughly vetted for funds availability and for its potential contributions to the College. This occurs through the request to fill process (for vacancies occurring during the year) and through annual personnel planning (in preparation of the upcoming year's budget). Based on the needs of the College, any position, including faculty positions, may be repurposed. However, no unnecessary position has gone on to be filled.</p> <p>Since you provide no examples to support your other claims, such as that high level administrative positions are "...too busy sustaining a low trust environment to be that resourceful," "we don't often get folks with the capacity to hit the ground running, let alone take us to a new level," and "we seem to keep those less effective and less inclined to argue, diluting or institutional strength and competency," they will go unaddressed, except to say that these types of unsubstantiated statements do not contribute to civil, meaningful conversation within the College.</p> <p>We have competent, compassionate and devoted employees at all levels committed to HACC's mission of creating opportunities and transforming lives to shape the future – together. I am proud of the contributions that our employees, faculty and staff alike, have made to the success of our students. I celebrate these individuals and look forward to serving with them as we guide the College forward in an ongoing transformation to better serve our students and communities!</p>
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Books I am currently reading or have read

- Stamped from the Beginning: The Definitive History of Racist Ideas in America, Ibra X. Kendi
 - This I believe: The Personal Philosophies of Remarkable Men and Women, Jay Allison
- (See **BOOKS** on next page)

Books (from page 12)

- Our Secret Life in the Movies, Michael McGriff/J.M. Tyree
- The End of White Christian America, Robert P. Jones
- Meditations, Marcus Aurelius
- The Lost City of Z, David Grann
- I am Charlotte Simmons by Tom Wolfe

Quote

Change is the law of life and those who look only to the past or present are certain to miss the future.

~John F. Kennedy

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!